

# Navy Personnel Research and Development Center

San Diego, California 92152-6800

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April 1991



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## **Office of Civilian Personnel Management Survey of Navy Civilian Attitudes December 1989: Findings**

Dianne J. Murphy  
David A. Tyburski  
Emanuel P. Somer

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13. ABSTRACT (Maximum 200 words) Navy Personnel Research and Development Center, in cooperation with the Navy Office of Civilian Personnel Management, developed the Navy Civilian Personnel Survey (NCPS). In December 1989, NPS was administered to a random sample of 3,629 Navy civilian employees. The number of usable responses was 1,958, about 54 percent of the original sample. The survey data were generally representative of the entire civilian workforce to within $\pm$ 5 percent error. NCPS examined attitudes in the following areas: job satisfaction; current programs, policies, and practices (including recruiting; pay and benefits; working hours; training; management, supervision, and feedback; promotion system; equal employment opportunity; overseas employment; and retirement); and planned and proposed programs and policies (including job sharing, leave transfer, health/wellness programs, child care, elderly dependent care, drug testing and AIDS in the workplace).			
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## FOREWORD

The Office of Civilian Personnel Management (OCPM) tasked (0630707N.R1770.MP013) the Navy Personnel Research and Development Center to develop a survey to be administered on a regular basis to the Navy civilian workforce. The purpose of the survey is to determine job satisfaction, attitudes, and perceptions concerning current and proposed civilian management policies and programs.

This is the second of two reports presenting the findings of the 1989 Navy Civilian Personnel Survey. The other report, NPRDC-AP-91-2 (Roth & Murphy, 1990), summarizes the findings for Navy civilian personnel managers.

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## EXECUTIVE SUMMARY

The Navy Civilian Personnel Survey (NCPS) provides Department of the Navy human resource managers with attitudes and perceptions about its civilian workforce. NCPS examined attitudes in the following areas: job satisfaction; current programs, policies, and practices--including recruiting; pay and benefits; working hours; training; management, supervision, and feedback; promotion system; equal employment opportunity; overseas employment; and retirement--and planned and proposed programs and policies--including job sharing, leave transfer, health/wellness programs, child care, elderly dependent care, drug testing and AIDS in the workplace.

The NCPS was administered in late November and early December 1989 to a random sample of 3629 personnel using the Computer Enhanced Navy Survey System (CENSUS) developed for the Office of Civilian Personnel Management (OCPM); 1958 valid responses were analyzed, 54 percent of the original sample. Results are generally within  $\pm 5$  percent error.

The reasons most frequently cited for choosing to work for the Federal Government were that it offered work that the employee wanted and job stability. Location was the primary reason given for choosing the Navy. Slightly more employees thought that the Federal Government was a better employer than business/industry. Specifically, respondents believed that the annual leave, sick leave, and retirement benefits were better in the Federal Government than in business/industry. However, the majority of respondents reported that pay was better in business/industry.

Overall, respondents were satisfied with their jobs. Employees were most satisfied with work hours and job security, but were least satisfied with their chance for promotion, rate of pay, the way the organization was managed, and the management/worker relationship. Older employees were more satisfied than were younger employees. Although

the majority of respondents were satisfied with their working hours, those with an alternative work schedule were significantly more satisfied than those without. Respondents typically liked their alternative work schedule because it increased their flexibility. Additionally, approximately 75 percent of the 40 percent who did not have an alternative work schedule available, reported they would like to have one.

Nearly 6 in 10 people have requested training in the last year. Of those who requested it, three-fourths received training. More white than black employees were satisfied with the training opportunities available to them, while technical people thought they needed training more than people in other occupation codes (DONOL). More than three-fourths of the supervisors thought their subordinates' performance improved due to the training they had received. The majority of employees were satisfied with the organization's use of their skills and abilities.

Although respondents were generally dissatisfied with management in the organization, 75 percent were satisfied with their immediate supervisor. Respondents were generally dissatisfied with their promotion chances. Chance of promotion was the lowest ranking factor in the job satisfaction scale. Minorities responded more negatively than did other groups to questions about how fairly the organization treated them. For example, more whites than blacks agreed that there was equal opportunity for promotion for people of their own race. Respondents agreed that there was equal opportunity for promotion for women and that they do not get preferential treatment.

Most respondents did not know if EEO complaint processing took too long. However, more blacks, and management and administrative personnel thought it took too long. Sixty-four percent of supervisors had received EEO training.

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A number of new or proposed programs were evaluated by respondents. Thirty percent of supervisors favored job sharing for their staff, primarily because they could employ qualified people not otherwise available. Twenty-two percent of respondents would consider job sharing. Younger employees and those in professional occupations were generally interested in cafeteria-style benefits. More than half of the respondents favored a mandatory drug testing policy and would not object to providing a urine sample for drug testing. Civilian employees seemed knowledgeable about AIDS but wanted more AIDS information from their organization. Health and wellness programs were strongly endorsed by the civilian workforce, particularly by blacks and younger employees. About one-third of the respondents thought that the Navy should provide childcare for civilians at their workplace. More females and blacks favored such a pol-

icy. Thirty percent of the respondents thought that the Navy should offer additional health insurance for the needs of elderly dependents. Over 50 percent of the respondents thought they received a good return on the Thrift Savings Plan and 75 percent were satisfied with the plan overall.

Finally, respondents who plan to retire in the next five years were asked about their retirement program and their plans for retirement. Sixty-nine percent of the employees reported that they plan to retire at minimum eligibility and 57 percent would likely accept early-out retirement, if offered. Most employees were interested in retirement counseling/education, particularly annuity plans, post-retirement insurance, and Social Security benefits.

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# Office of Civilian Personnel Management

## Survey of Navy Civilian Attitudes December 1989:

### Findings

## INTRODUCTION

### Background

Department of the Navy resource managers are responsible for attracting, developing, and maintaining a civilian workforce which, in concert with the military force, must be capable of accomplishing the Department of the Navy's mission. Resource managers must deal with multifaceted issues that include computer literacy, highly technical work environments, professional/engineer shortages, aging of the workforce, and cultural diversity. Other issues include career retraining, supervision in the future, keeping pace with the pay/benefits of competing employers, and applying return on investment strategy to the training process. Employees are also concerned about counseling services, access to effective dispute resolution systems, customized benefits, and dependent care.

Navy managers recognize employee feedback as an integral part of the day-to-day management process. They realize the value of accurate, timely feedback from the civilian workforce concerning their attitudes and opinions of current and contemplated personnel programs/policies. This information is imperative to accurately structure program/policy composition, monitor implementation, and evaluate cost-effectiveness. To meet the need for this information, the Navy Personnel Research and Development Center (NAVPERSRANDCEN) was tasked to develop the Navy Civilian Personnel Survey (NCPS).

### Purpose

The purpose of NCPS is to obtain attitude and opinion information concerning job satisfaction

and current and proposed programs/policies from a representative cross-section of Navy civilian employees. This survey will be administered on a regular basis to provide the most current information possible.

By repeating certain questions in subsequent NCPS administrations, it will be possible to identify trends. Questions administered fall into three categories: (1) general job satisfaction questions that will be repeated for each administration of the survey and can be compared with other workforces, (2) questions concerning each of the functional areas managed by Navy resource managers (e.g., compensation, training, staffing, etc.) that will be reported for each administration, and (3) questions about "hot issues" that may change with each administration of the survey.

## APPROACH

### Survey Delivery System

The NCPS is administered using the Computer Enhanced Navy Survey System (CENSUS). CENSUS allows subjects at almost any location to sit down at a personal computer, answer questions displayed on a screen, and have their responses electronically stored and transmitted to NAVPERSRANDCEN. There, responses are quickly analyzed and made available to decision makers.

CENSUS operates by way of a point of contact network established at 101 individual civilian personnel offices. The points of contact communicate with an electronic bulletin board system at NAVPERSRANDCEN. The points of contact serve as survey coordinators and are responsible

for downloading the survey, contacting and scheduling the participants, administering the survey, and uploading the results back to the bulletin board system. At NAVPERSRANDCEN, the results are collated, merged with other data bases, and analyzed.

### Questionnaire Development

Development of the survey instrument was based upon interviews conducted with Office of Civilian Personnel Management (OCPM) functional managers in the areas of classification, compensation, employee/labor relations, equal employment opportunity, staffing, and training. Guidance regarding topic areas and demographic groups of interest was received in these initial sessions.

One of this study's objectives was to identify emerging trends in the attitudes of the civilian workforce, particularly with respect to job satisfaction. To facilitate such comparisons over time, a standardized job satisfaction scale, the Warr, Cook, and Wall scale (1979), was selected. This 15-item scale provides measures of intrinsic, extrinsic, and overall job satisfaction.

After the items were developed, hard copies of the survey were reviewed, and approved by the relevant functional managers. Appendix A provides the final hardcopy of the survey. Next, the items were organized as a computerized survey using Sawtooth Software's Ci2 interviewing software (Sawtooth, Inc. 1988). This computerized version was organized into topic areas with introductory screens that include feedback based on earlier survey responses. Few background questions were required because survey respondent numbers were linked with existing demographic data from the Navy Civilian Personnel Data System (NCPDS). Only background information required for branching in the survey was requested.

Pretest sessions were conducted with wage grade employees at the Public Works Center, Naval Station, San Diego, and a cross-section of occupational groups at OCPM.

### Sample Design

Because of the size of the Navy civilian workforce, it was not possible to conduct a population census. Therefore, a random sample of employees was chosen whose responses could represent the attitudes and opinions of the entire workforce. The sample size was determined to provide estimates to within  $\pm .05$  of the value which could have been obtained had the entire Navy civilian population been queried (at the .95 level of confidence).<sup>1</sup>

Survey data were analyzed for the entire Navy civilian population level and by major subpopulations of interest to OCPM. These included gender, minority status, supervisory status, occupation codes (DONOL), retirement plan, and pay plan. The sample size for each subpopulation was calculated to ensure the estimates would meet the aforementioned sampling error objective. The sample size was increased by 50 percent to allow for unreturned surveys.

Since a totally random probability sample with a sufficient number of respondents from each subpopulation would make the sample too large to administer in a timely manner, an alternate method of sample construction was developed. First, a one percent random sample of the entire population was chosen using demographic data from Navy Civilian Personnel Data System (NCPDS), as of 31 August 1989. For this survey, the population was defined as United States citizens, full-time career or career conditional employees from the continental United States, Hawaii, and Puerto Rico. With the exception of supervisors, black personnel, and certain DONOL codes, a sufficient number of respondents was obtained from each subpopulation. To this one percent base, random samples from each of the underrepresented subpopulations were added to assure that the sampling error objective for each subpopulation would be met. The size of the sample drawn was 3,641 from a population of 310,738. The specific sample size achieved for

<sup>1</sup>For a full discussion of sample size determination, see Cochran (1963).

each subpopulation appears in Table 1 along with the estimated sampling error.

### Data Collection

Data was collected in two phases. First, the survey was administered to the sample of Navy civilian personnel identified in the previous section. Second, 14 demographic data items available from NCPDS, such as gender, grade, etc., were matched to survey responses to form an analysis data base.

The points of contact at the civilian personnel offices administered this survey by either having respondents come to their office to take the survey or distributing a computer diskette of the survey to respondents to use on their personal computers. The survey responses were consolidated by the point of contact and uploaded via the bulletin board system to NAVPERSRANDCEN for processing and analysis.

**Table 1**  
**Final Sample Size with Sampling Error**

Group	N	Sampling Error <sup>a</sup>
Minority		
White	1424	.026
Black	328	.054
Other	206	.069
DONOL Code		
Scientists/Engineers	343	.053
Management/Administration	496	.044
Clerical	304	.056
Craftsmen and mechanics	305	.056
Other	510	.043
Supervisory Status		
Yes	791	.035
No	1167	.029
Pay Plan		
General Management (GM)	377	.053
General Schedule (GS)	1112	.029
Wage Grade (WG)	443	.047
Other	27	.189
Retirement Plan		
Federal Employees Retirement System (FERS)	585	.041
Civil Service Retirement System (CSRS)	1373	.026
Gender		
Male	1247	.028
Female	711	.037

<sup>a</sup>At the 95 percent confidence level.

Since this was a large, complex survey, the names of potential respondents were sent to the points of contact two weeks before survey administration to verify respondent availability. Respondents who would not be available because they were no longer employed at an activity or were on travel, leave, or did not want to take the survey were replaced with respondents with similar demographics (e.g., gender, pay plan, minority status). Any replacements who could not take the survey were not replaced. This process decreased the size of the sample slightly to 3,629 from the 3,641.

The survey data returned to NAVPERSRAND-CEN were checked to ensure that only completed surveys with valid respondent numbers were entered into the response data base. Of the 3,629 returned surveys, 1,958 were complete, representing a response rate of 54 percent. Demographic data from the NCPDS were combined to complete the response data base. Table 1 shows the sample size and sampling error for the groups of interest in the final sample.

Because the final sample size represented just over half of the possible respondents, the potential for systematic non-respondent bias existed. To examine this possibility, a follow-up telephone interview was conducted with a small ( $N = 39$ ) cross-section of non-responders. The interview focused on a selection of the questions contained in the survey as well as the reasons for not completing the survey. Results showed that the reasons for non-participation were related most often to leave schedules or to failure of the point of contact network. Further tests of significance showed no differences between the attitudes reported by respondents to the survey and those of the telephone follow-up group.

#### Data Analysis

The primary methods used for data analysis were descriptive statistics (frequency distributions and cross-tabulations), analyses of variance (ANOVAs), scale reliabilities (Cronbach's alpha), chi-square, and Pearson correlations. The major group comparisons were by minority, DONOL code, su-

pervisory status, pay plan, retirement plan, gender (where appropriate), age, and years in service.

Statistical tests of significance (such as ANOVAs) provide evidence for concluding, within a specified risk of error, that there are or are not real differences between the responses of groups. These tests are influenced by several factors, including sample size. The large sample size of the present study produced many significant differences. However, since not all statistically significant differences are meaningful in practical terms, only differences that were judged to have some practical value to policy makers are reported.

When reporting the results in the body of this report, unless otherwise stated, response categories have been collapsed across levels. For example, percentages of individuals reporting "strongly agree" have been combined with those reporting "agree" to give an aggregate percentage. Also, the question number on each figures refers to the number in parentheses before each question in Appendix A. Question numbers and the number in the sample who answered each question are shown in the lower left corner of each figure.

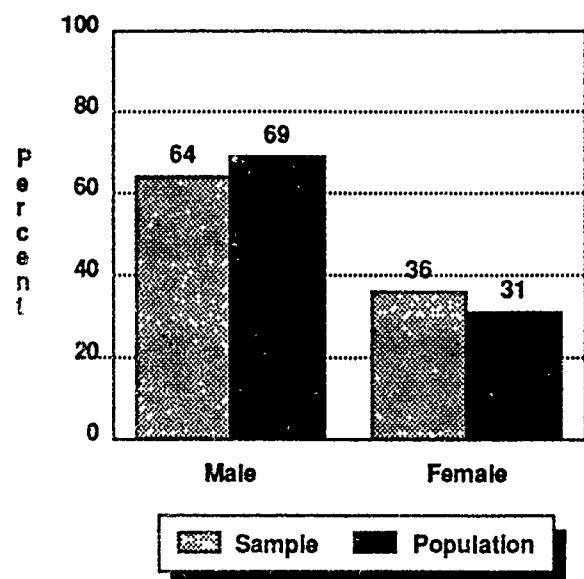
## DESCRIPTION OF SAMPLE

### Who Responded to the Survey

Demographics of the sample were compared to the population of Department of the Navy full-time career or career conditional employees in the continental United States, Hawaii, and Puerto Rico who were US citizens.

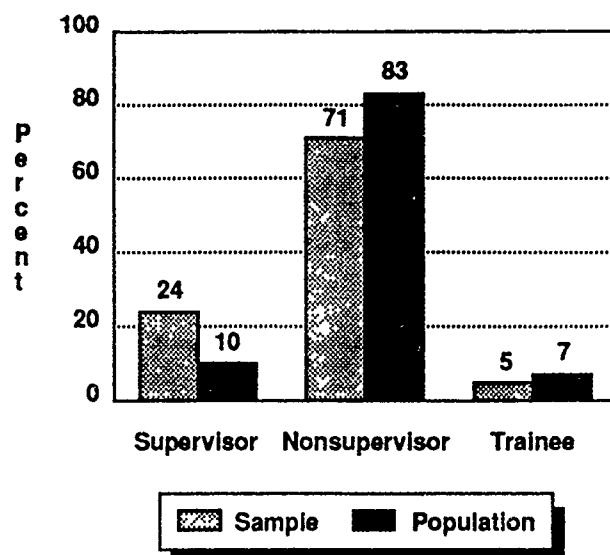
As shown in Figure 1, the sample had a higher proportion of females (36 vs. 31 percent) than the population. Figure 2 compares the percentage of each minority group in the sample and the population. Figure 3 shows that supervisors in the sample exceeded those in the population by 14 percent.

The pay plan distribution for the sample and the population is depicted in Figure 4. The pay plan groupings are general management (GM), general service (GS), all wage grade job series (W), all



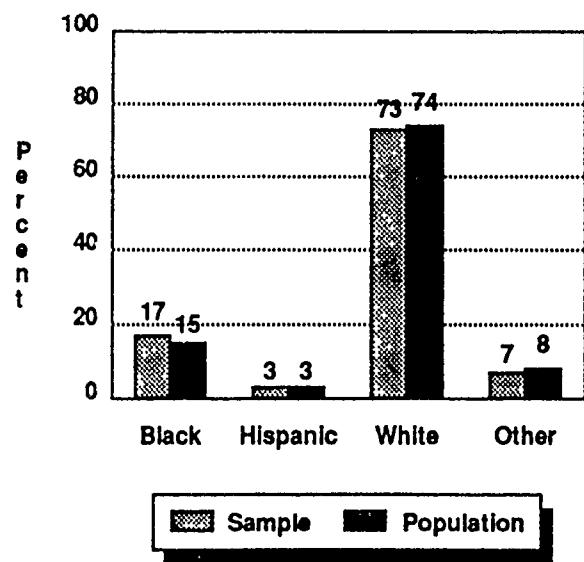
Sample N=1958  
Population N=310,738  
Unweighted

**Figure 1. Comparison of sample and population by gender.**



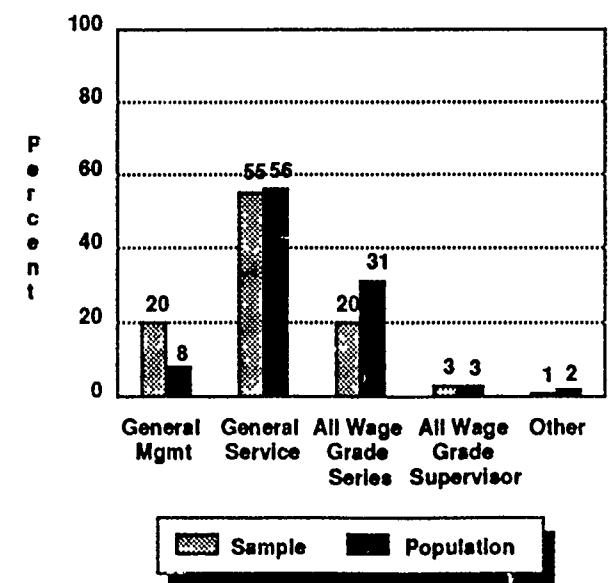
Sample N=1958  
Population N=310,738  
Unweighted

**Figure 3. Comparison of sample and population by supervisory status.**



Sample N=1958  
Population N=310,738  
Unweighted

**Figure 2. Comparison of sample and population by minority.**



Sample N=1958  
Population N=310,738  
Unweighted

**Figure 4. Comparison of sample and population by pay plan.**

wage grade supervisors (WS), and other, which includes all job series that do not fit into the other groups. GMs were oversampled by 12 percent, while the W group is underrepresented by 11 percent. When reporting the survey results, responses of W and WS employees were combined into one group identified as wage grade (WG) employees.

Figure 5 shows that by DONOL code, the sample contained more scientists and engineers as well as management and administration personnel than craftsmen and mechanics. This is consistent with the breakout by pay plan.

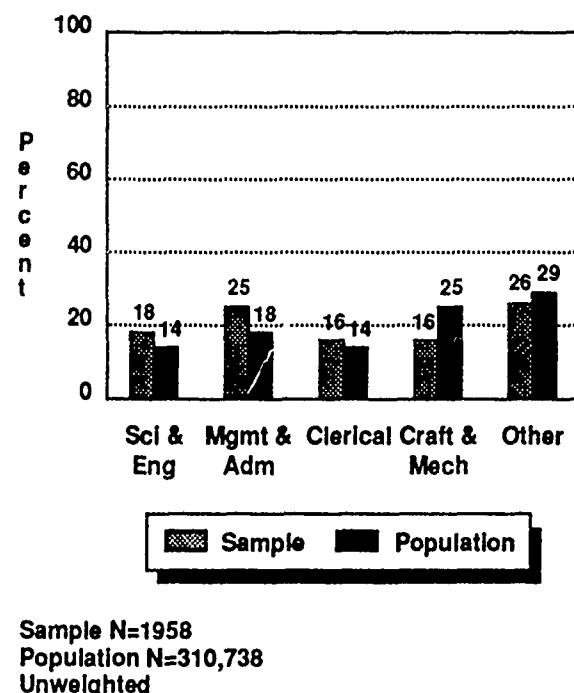


Figure 5. Comparison of sample and population by DONOL code.

Figure 6 compares the sample and the population in terms of retirement plans. Figures 7 and 8 compare the sample and the population in terms of age and years in service respectively. Both indicate that the sample is somewhat older than the population. This is consistent with the oversampling of supervisors who are usually older than the average

worker. Consistent with the DONOL code results, the sample was somewhat more educated than the population. Figure 9 shows that college graduates in the sample exceeded the population by 7 percent.

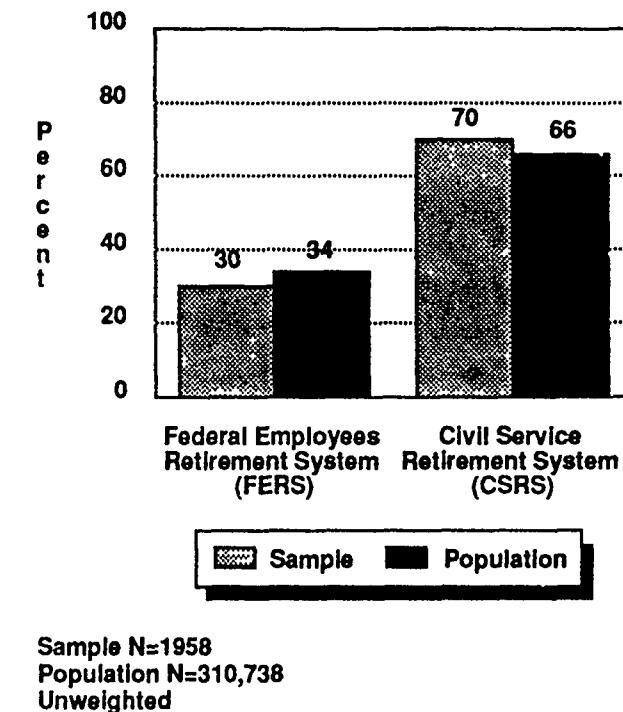
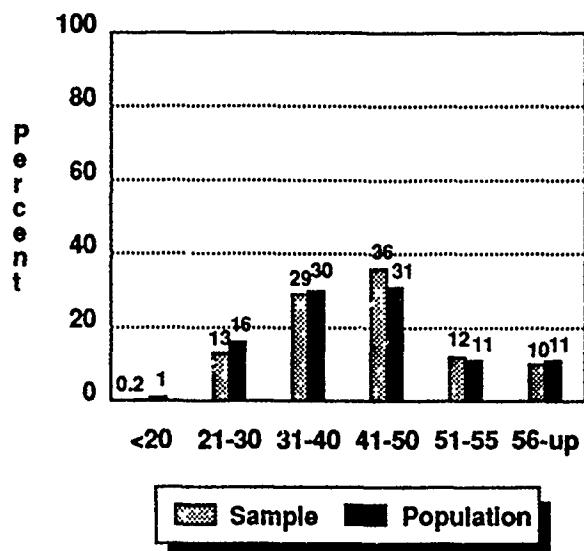


Figure 6. Comparison of sample and population by retirement plan.

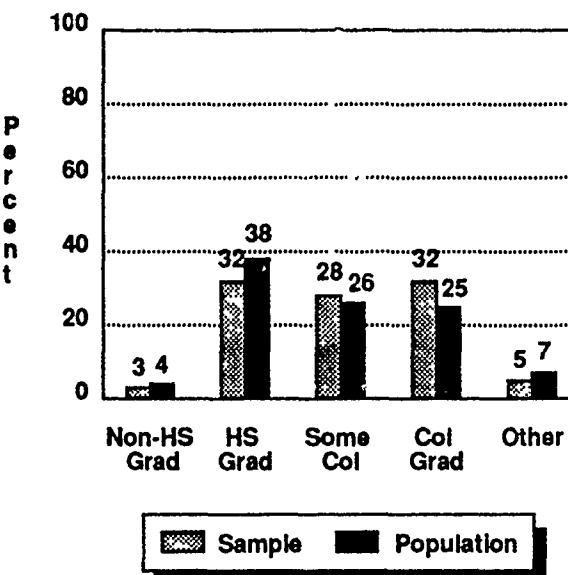
### Weighting

Because the sample overrepresented certain subpopulations and underrepresented others, a standard weighting utility (SPSS, Inc., 1988) was employed to adjust the pay plan, gender, and supervisory status representation. When these groups are representative of the population, other demographic proportions were within acceptable limits. Except for the description of the sample, analyses in this report are based on weighted data. Rounding reduced the overall number of surveys reported to 1,957 from 1,958. For the tables of weighting units, see Appendix B.



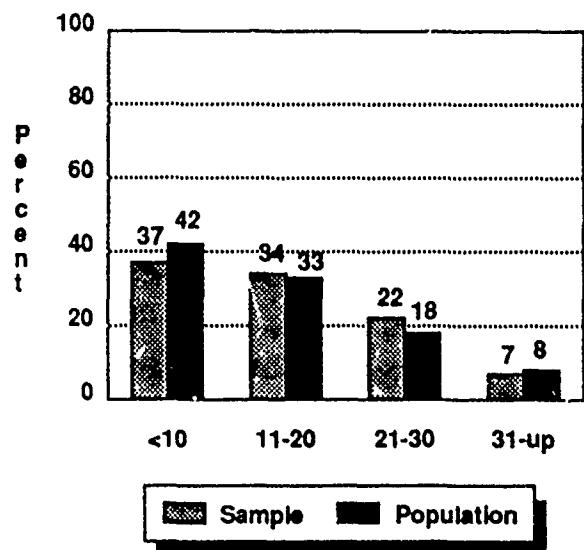
Sample N=1958  
Population N=310,738  
Unweighted

Figure 7. Comparison of sample and population by age.



Sample N=1958  
Population N=310,738  
Unweighted

Figure 9. Comparison of sample and population by education level.



Sample N=1958  
Population N=310,738  
Unweighted

Figure 8. Comparison of sample and population by years in service.

## FINDINGS: JOB SATISFACTION

- *Overall, respondents were satisfied with their job.*
- *Older respondents or those with more years in service were generally more satisfied with their job than were other respondents.*
- *Respondents were most satisfied with work hours and job security.*
- *Respondents were most dissatisfied with their chance for promotion, rate of pay, management of the organization, and the management/worker relationship.*
- *General management (GM) employees were typically more satisfied than other employees with the intrinsic and extrinsic components of their job.*

## Overall Job Satisfaction

The job satisfaction scale included 15 items measuring satisfaction with distinct job dimensions on a 7-point scale, ranging from 1 = I'm extremely dissatisfied to 7 = I'm extremely satisfied. A response of 4 = I'm not sure. Appendix C presents scale reliability estimates for the Navy civilian sample.

Because job satisfaction scores were calculated across several items, the percentage reporting satisfaction or dissatisfaction would not be meaningful. Therefore, overall job satisfaction scores will be discussed in terms of means (averages).

In general, Navy civilians were relatively satisfied with their job. Figure 10 shows the frequency of overall job satisfaction mean scores. The mean overall job satisfaction score summed across all 15 items was 70.58. To put this in a framework that is more readily understood, the job satisfaction rating was averaged across all groups and all items and was found to be 4.71. If we consider that 4 is neutral, this rating is on the satisfied side of neutral and similar to that cited by other studies using the same scale. For example, in a study of 574 employees in an engineering company in the United Kingdom, the mean overall job satisfaction score was found to be 71.90 (Cook, Hepworth, Wall, & Warr, 1981, p. 33). Table 2 shows the means for each individual item comprising the job satisfaction scale. Examining job satisfaction by demographic group shows some significant differences. In general, respondents who were older and had more years in service were more satisfied with their job than were those in the middle range of both categories. This is consistent with existing literature in the area showing that older workers are more satisfied with their job (Wright & Hamilton, 1978).

When considering pay plan category, GMs had significantly higher job satisfaction scores (73.16) than did either WG (69.07) or GS employees (70.41). Again, the scores for our WG workers were similar but slightly lower than those found in other studies. In validation studies performed by

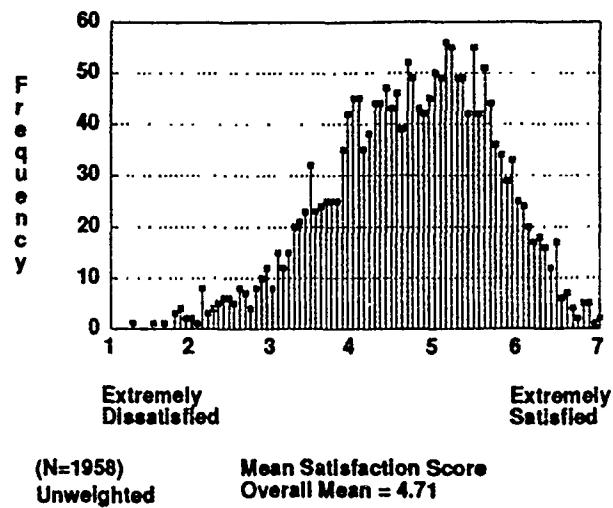


Figure 10. Overall job satisfaction: Frequency of mean scores.

the test authors with samples of blue collar workers in the United Kingdom, the mean value was 70.53, compared to the 69.07 for our sample (Cook et al., 1981). When considering gender, scores for females (71.50) in our sample were significantly higher than for males (70.06). Likewise, supervisors (72.10) were more satisfied than were nonsupervisors (69.55). There were no differences in job satisfaction by minority status or by retirement plan.

Figure 11 shows the five highest ranking items contributing to job satisfaction. Navy civilians were most satisfied with work hours and job security. The top five items also include satisfaction with the amount of variety in the job, fellow workers, and the amount of responsibility employees were given.

By contrast, Figure 12 shows the five lowest ranking items in the job satisfaction scale. Navy civilians were least satisfied with their chance of promotion. Satisfaction with rate of pay was one of the five lowest ranking items. In addition, two low ranking items reflected dissatisfaction with aspects of management: The way their organization is managed and the relationship between management and workers. Although satisfaction with the

**Table 2**  
**Means of Individual Items in Job Satisfaction**

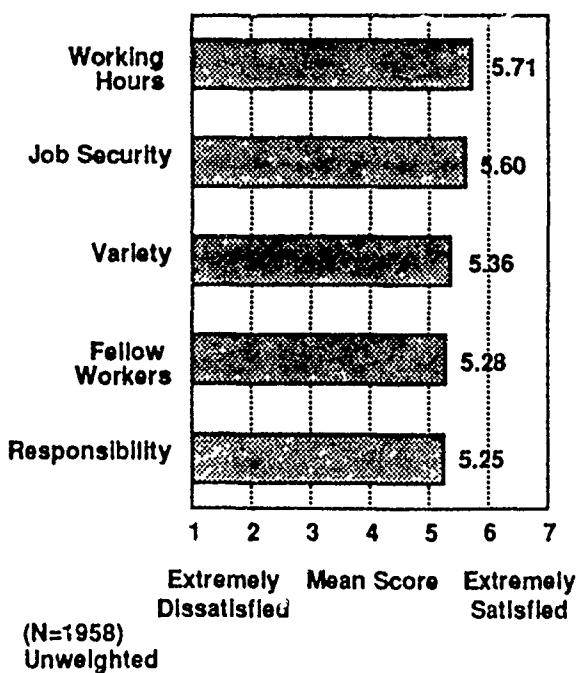
Question	Mean*
Q53 Hours of work	5.71
Q55 Job security	5.60
Q54 Amount of variety in job	5.36
Q43 Fellow workers	5.28
Q46 Amount of responsibility given	5.25
Q42 Freedom to choose method of working	5.16
Q45 Immediate boss	5.07
Q48 Opportunity to use abilities	4.75
Q41 Physical working conditions	4.74
Q52 Attention paid to suggestions	4.46
Q44 Recognition you get for good work	4.23
Q49 Relationship between management and workers	3.96
Q47 Rate of pay	3.70
Q51 Way organization is managed	3.69
Q50 Chance of promotion	3.63

\*Based on a 7-point scale ranging from 1 = I'm extremely dissatisfied to 7 = I'm extremely satisfied.

amount of recognition received for good work was among the five lowest ranking items, its mean rating was on the positive side of neutral. Examination of the five highest and five lowest satisfaction items by demographic group generally yielded similar results.

#### Extrinsic Job Satisfaction

A separate subscale in the overall job satisfaction section measured extrinsic job satisfaction. Extrinsic job satisfaction factors are external or environmental. This subscale includes eight items which examine satisfaction with physical work conditions, fellow workers, immediate boss, rate of pay, relationship between management and workers, the way the organization is managed, hours of work, and job security.



**Figure 11. Job satisfaction: Five highest ranking items.**

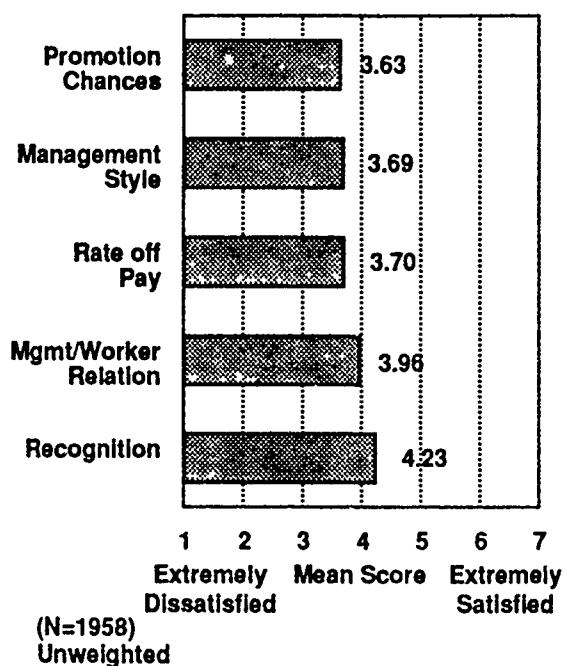


Figure 12. Job satisfaction: Five lowest ranking items.

The pattern of responses for extrinsic job satisfaction (Figure 13) is similar to that for overall job satisfaction (Figure 10). The overall mean extrinsic job satisfaction score was found to be 4.72, which is on satisfied side of neutral.

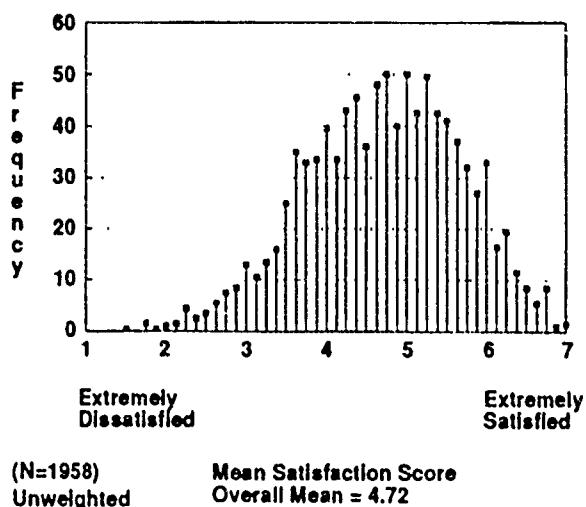


Figure 13. Extrinsic job satisfaction: Frequency of mean scores.

Comparisons between demographic groups showed some significant differences. Analysis by pay plan indicated that GM employees were more satisfied with the extrinsic components of their jobs (38.54) than were wage grade employees (37.00). As a point of comparison, a mean of 38.22 was found in a study of blue-collar employees in the United Kingdom (Cook et al., 1981). Likewise, females were more satisfied (38.42) than were males (37.36). There were no significant differences by minority status, supervisory status, or retirement plan.

### Intrinsic Job Satisfaction

The remaining seven items in the job satisfaction scale measure the intrinsic aspects of job satisfaction. Intrinsic aspects of job satisfaction are internal or indigenous to the individual. These items include satisfaction with the amount of freedom to choose method of work, recognition received for good work, responsibility given, opportunity to use abilities, chance of promotion, attention paid to suggestions, and variety in the job.

The mean intrinsic job satisfaction score summed across the seven items was 32.84. Figure 14 shows the frequency of intrinsic job satisfaction mean scores. The average score was 4.69, a score very similar to that reported for overall and extrinsic job satisfaction.

Again, analysis by pay plan showed that GM employees (34.62) were significantly more satisfied with the intrinsic components of their jobs than were either the GS (32.59) or WG (32.07) respondents. As a point of comparison, scores in the United Kingdom study averaged 32.74 for blue-collar employees (Cook et al., 1981).

Few group differences were found in responses to the intrinsic job satisfaction questions. The only demographic category showing differences was supervisory status. Supervisors had significantly higher intrinsic job satisfaction scores (34.19) than did nonsupervisors (31.92).

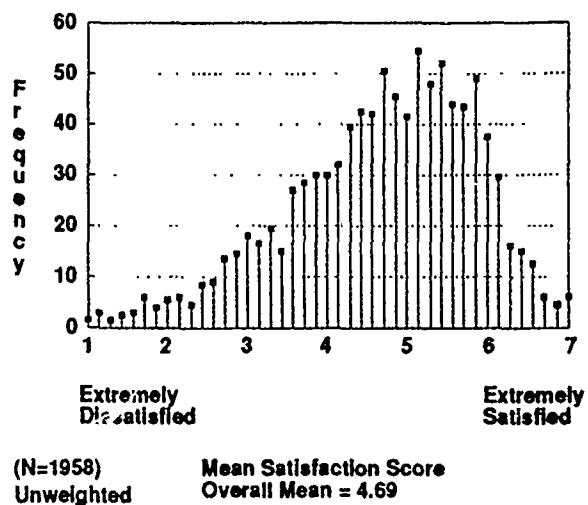


Figure 14. Intrinsic job satisfaction: Frequency of mean scores.

## FINDINGS: CURRENT PROGRAMS, POLICIES, AND PRACTICES

### Recruiting

- When hired by the Federal Government; 50 percent of the respondents were employed; 56 percent, in business/industry.
- Respondents typically learned of their job from family members or friends.
- The most frequently cited reasons for working for the Federal Government were that it offered work that employees wanted to do and job stability.
- Location was the primary reason given for choosing to work for the Navy.
- Employees who accepted their job for the advancement opportunities or for the type of work offered were significantly more satisfied than

were those who chose their job for other reasons.

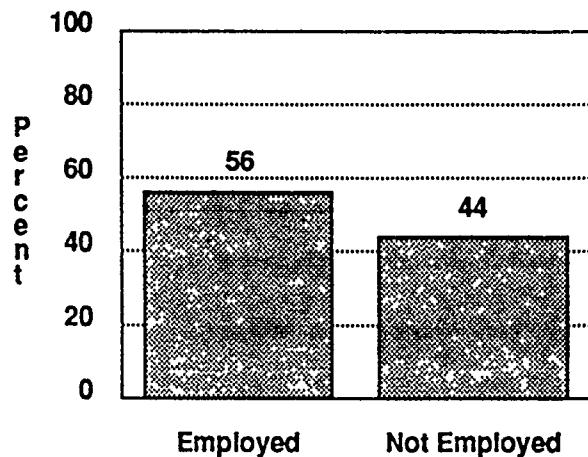
- Respondents who chose their job for a promotion or for the type of work offered averaged significantly higher job performance evaluation scores than did employees who chose their job for job security.
- Slightly more respondents thought the Federal Government a better employer than business/industry.
- Thirty-seven percent of the respondents plan to seek a job change; of these, 40 percent plan to do so within the next year.
- Reasons most often cited for seeking a job change were better pay and benefits, and promotion opportunities.

A number of items in the survey were dedicated to obtaining information on civilian recruiting issues. Two levels of recruiting were addressed--recruiting at the Federal government level and recruiting for jobs within the Department of the Navy. Questions addressed how respondents learned of their job, why they came to work for the government, how the government compares as an employer, and whether a job change was being considered. The recruiting questions that focus on the newer programs and policies were asked only of those individuals who had come to work within the past three years. In those cases, the question number and the reduced number of respondents is displayed in the lower left corner of the accompanying figure.

### What They Were Doing Before Working for the Federal Government

Figure 15 shows the percentage of individuals employed when hired by the Federal Government. Just over half of the respondents were employed

when hired by the government. Of these, 56 percent were working in business/industry rather than other government (13 percent) or public institutions (10 percent). Respondents who were not employed prior to coming to work for the government were most often in school (40 percent) or between jobs (32 percent). The majority of the respondents (77 percent) were not actively recruited by an individual or a special program.



Q16 (N=1957)  
Weighted

**Figure 15. Were you employed at the time you came to work as a civilian for the Federal Government?**

#### How They Learned of Their First Civilian Job

Most respondents learned of their first civilian job with the government from a friend or family member (34 percent). Fewer respondents cited job placement offices (16 percent) or job information services (9 percent). Some had previous military experience (10 percent), which allowed them to learn of civilian employment. (See Figure 16.)

Females in our sample were somewhat more likely to have learned of their job by way of a friend or family member, while males were somewhat more likely to have used a job placement office.

Likewise, craftsmen and mechanics more often than other occupational categories reported learning of civilian jobs by way of friend or family members. These categories contained few responses, which means the results must be inferred to the population with care.

The manner in which individuals learned of their first job appeared to have little relationship to how satisfied they are on their job or how well they perform. Statistical tests failed to show a significant difference in job satisfaction or performance evaluation by the way they learned of their job.

#### Why They Work for the Federal Government

Respondents most often reported that they came to work for the Federal Government because it provided an opportunity to do the work they wanted to do (29 percent) or because of the reputation for job stability (28 percent). The pay and benefit package was also important to some (15 percent) (Figure 17). When examined by demographic group, GM employees more often cited doing the work they wanted to do as the reason for working for the Federal Government, while GS and wage grade employees cited job stability more often. Also, the pay and benefits were relatively more important to wage grade respondents. Similarly, when occupational category is considered, scientists and engineers, like GMs, responded that they worked for the Federal Government because it offered the work they wanted to do. Finally, by gender, males more often reported working for the government for the same reason, while slightly more females were working for the pay and benefits.

#### How the Federal Government Compares with Business/Industry as an Employer

In a single item, respondents were asked to compare the Federal Government with business/industry as an employer. Figure 18 shows that the responses to this question cluster around the middle. However, while 46 percent of the

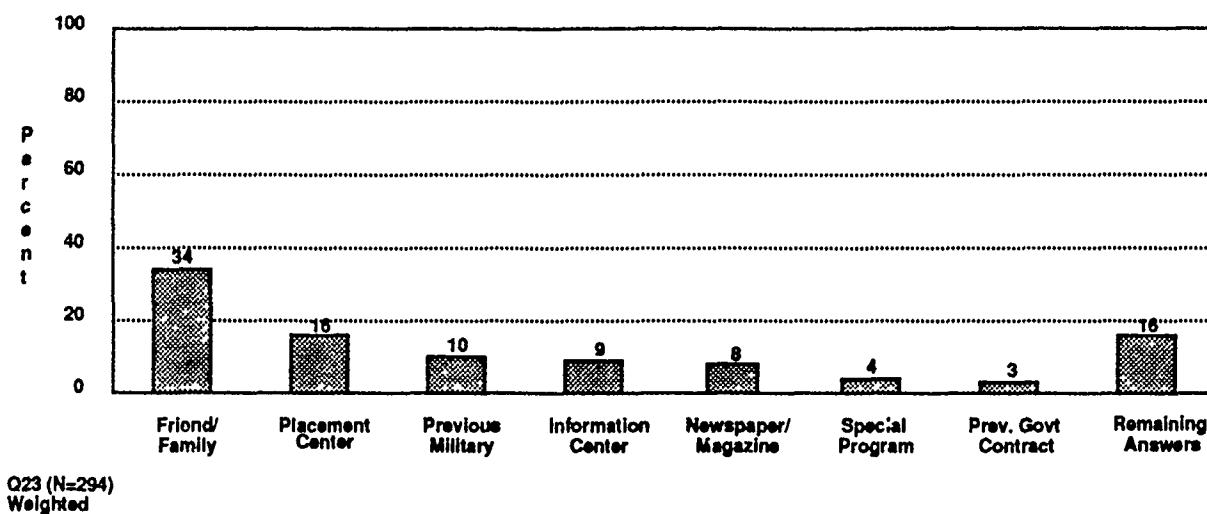


Figure 16. How did you find out about your first civilian job with the Federal Government?

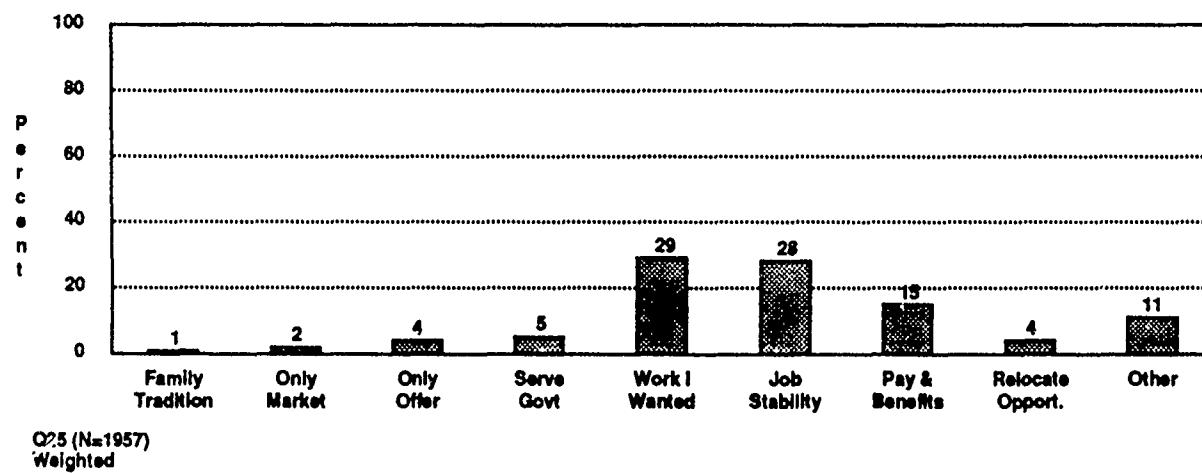


Figure 17. Why did you decide to work for the Federal Government?

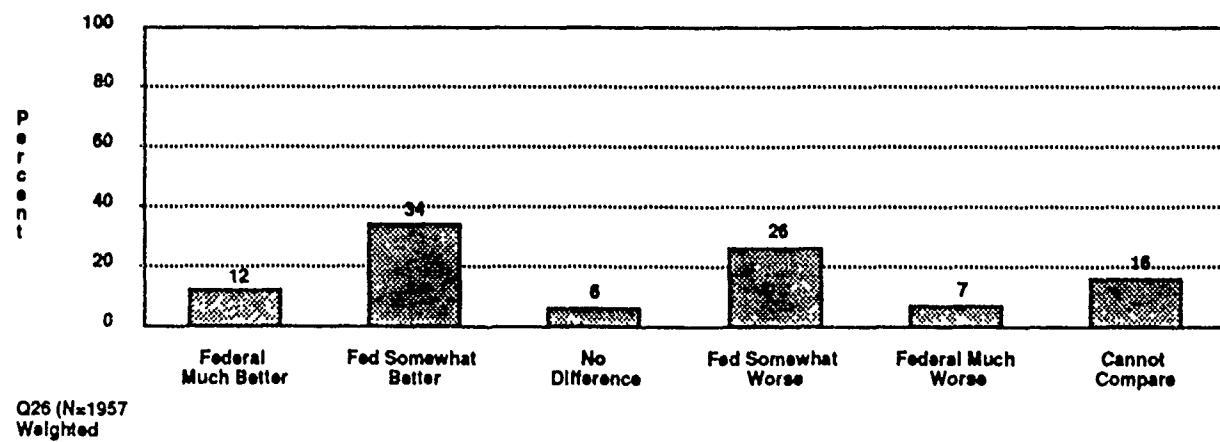


Figure 18. As an employer, how do you think the Federal Government compares with business/industry?

respondents reported that the Federal Government was better or much better, approximately 16 percent reported not being able to compare the two domains. To examine whether responses to this item depended on the experience immediately preceding government employment, responses of those who were employed when hired by the Federal Government were compared to those who were not. Response patterns were found to be virtually identical between the two groups with no significant differences.

Figure 19 shows that differences appear when the responses to this question are examined by pay plan. GM employees, compared to either GS or WG employees much more frequently reported that the Federal Government was worse than business/industry as an employer. WG employees evaluated the government much more positively. GS responses were in the middle; however, 18 percent of GS employees reported that they could not compare.

A look at the responses to the same question by DONOL code shows that scientists and engineers were the most negative (32 percent) in their evaluation of the Federal Government as an employer, while clericals were the most positive (5 percent). Only 22 percent of clerical respondents compared to 45 percent of scientists and engineers reported the government to be worse. The remaining responses for these groups were primarily cannot compare. Of the remaining DONOL codes, craftsmen and mechanics were more favorable toward the government as an employer than were management and administrative respondents. About as many craftsmen and mechanics (52 percent) as clericals reported the government to be a better employer, but nearly a third of this group reported the government to be worse. A larger portion of management and administrative reported the government to be a worse employer (42 percent) than reported it to be better (38 percent). Responses for the other category in DONOL code fell in the middle range.

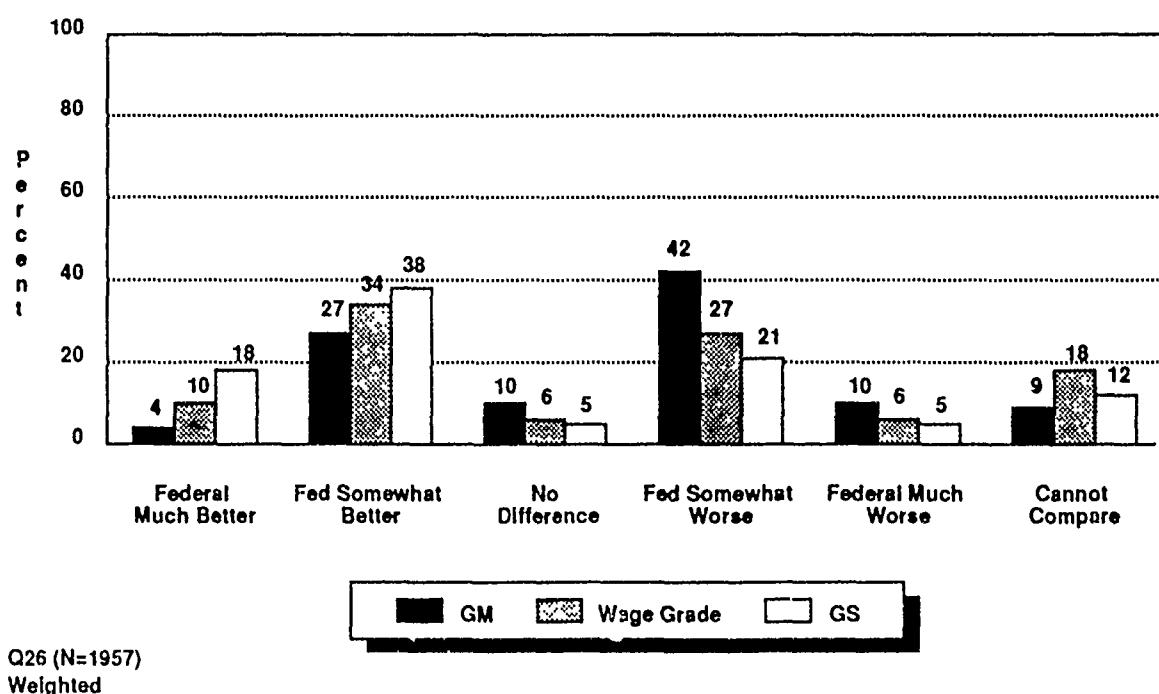


Figure 19. As an employer, how do you think the Federal Government compares with business/industry by pay plan?

Other demographic groups were examined in their responses to this item. Supervisors were slightly more negative (42 percent) than were non-supervisors (47 percent) in their evaluation of the government as an employer. By minority, blacks were more positive (59 percent) about the government as an employer than were whites (41 percent) and other (54 percent) (Figure 20). By gender, response patterns for males and females were very similar.

### Why They Chose Their Current Job with the Navy

When respondents were asked why they chose their current job with the Navy, the single largest reason was location (38%) (Figure 21). Other respondents chose their job for the job security (15%), advancement opportunities (14%), to accept a promotion (11%), or for the type of work (8%).

Why respondents chose their current job appeared to be related to how satisfied they were with

their job. Those who accepted the job because of advancement opportunities had higher job satisfaction scores (4.87) than those who accepted it for a promotion (4.56), for the job security (4.65), or for geographic location (4.70). Further, those accepting the job for the type of work were more satisfied (4.77) than those who were getting a promotion (4.56).

Why respondents chose their current job also appeared to be related to their most recent overall performance evaluation. Performance evaluation ratings were calculated by establishing a scale ranging from 5 = outstanding rating and 1 = unacceptable rating. These ratings were combined across groups and a mean for the group was computed. The mean job performance evaluation rating was higher for the individuals who chose their job on the basis of the type of work (mean = 4.11) or for a promotion (mean = 4.08) than for those who chose their work because of job security (mean = 3.90).

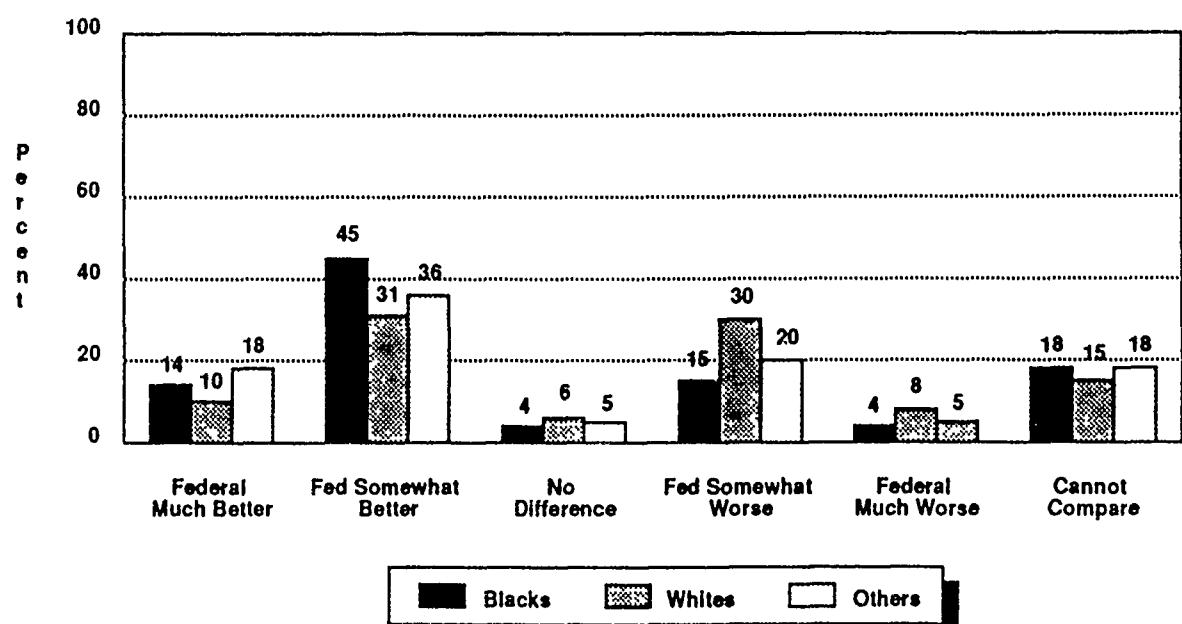
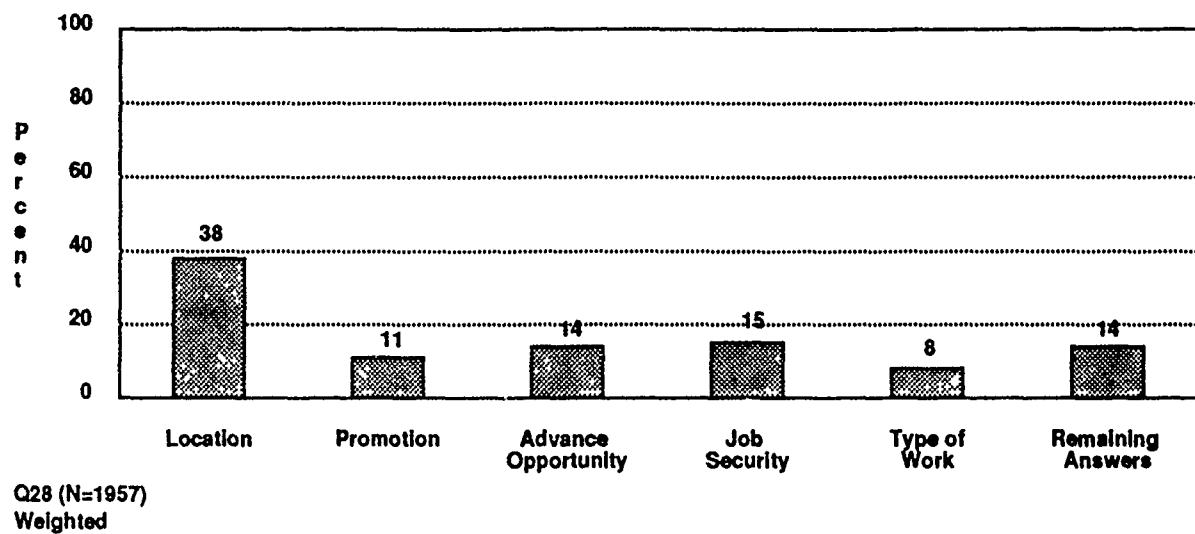


Figure 20. As an employer, how do you think the Federal Government compares with business by minority status?



**Figure 21. Which of the following describes the reason(s) you chose your current job with the Navy?**

Examining why respondents chose their current job by pay plan shows that GM personnel were slightly more likely than either GS or WG respondents to cite location as the reason. Nearly 43 percent of GMs, compared to 39 percent of GS and 36 percent of WG, chose this response. The category of accepting a promotion was also chosen relatively more often by GMs (16 percent) than by GS (12 percent) and WG (7 percent), while job security was chosen by 22 percent of the WG and only 13 percent of GS and 4 percent of GM respondents.

While location ranked as the number one reason for all groups, scientists and engineers much more frequently cited it as the reason they chose their current job than did the remaining DONOL code groups. Approximately half of the scientists and engineers who responded to the survey chose this response compared to just over a third of the other DONOL code categories. Management and administrative cited accepting a promotion more often than others, while craftsmen and mechanics more often picked job security.

By gender, location was chosen more frequently by males (40 percent) than by females (34 per-

cent). Females (19 percent) were somewhat more likely than males (12 percent) to report advancement opportunities as the reason for choosing their current job. Also, slightly more females (14 percent) than males (9 percent) accepted a promotion with their current job. Males (17 percent) on the other hand, were more likely than females (11 percent) to report job security as the reason they chose their current job.

Considering minority status, while location again was the number one reason, it appeared to be relatively more salient for whites than for blacks or others. Almost 42 percent of whites answered, but only 26 percent of blacks and 32 percent of others reported location as the reason they chose their job. On the other hand, advancement opportunity and accepting a promotion were chosen slightly more often by blacks. Advancement opportunity was chosen by 18 percent of blacks, 13 percent of whites, and 15 percent of others. Accepting a promotion was chosen by nearly 14 percent of blacks, and only 10 percent of whites and 11 percent of others.

## How the Navy Compares as an Employer with Other Government Agencies

In another item, respondents were asked to compare the Navy as an employer with other federal governmental agencies. The overall responses to this question (Figure 22) are somewhat more positive toward Navy employment, with approximately 27 percent rating the Navy as better and only about 16 percent rating as worse. However, a large number of respondents (about 41 percent) could not compare, probably because they have only experienced federal employment with the Navy. There appears to be a moderate relationship between responses to this item and job satisfaction ( $r = .41$ ). Predictably, respondents who reported that the Navy was a better employer than other federal agencies had a higher job satisfaction score. Further analysis of this question by demographic group failed to show any significant differences.

## Plans for a Job Change Within the Next Five Years

Despite the relatively high job satisfaction for Navy civilians, just over 37 percent of the respondents planned to seek a job change (Figure 23). Of those who planned a change in jobs, nearly 39 percent planned to change within the next year; and 39 percent, within the next five years. Most planned to change positions, either within the same series (28 percent) or to a different series (31 percent). A few (12 percent) planned to change locations and another 13 percent planned to seek a nongovernment job. Nearly 70 percent of those who wanted to stay with the government wished to stay with the Navy. The reasons most often cited for desiring the job change were a better pay and benefits package (28 percent) or better promotion opportunities (23 percent). A change in work was desired by 17 percent of the respondents and another 10 percent wanted a change in work environment. Respondents were quite confident that they would achieve their desired change. Approximately half reported that they were very likely and another 36 percent felt

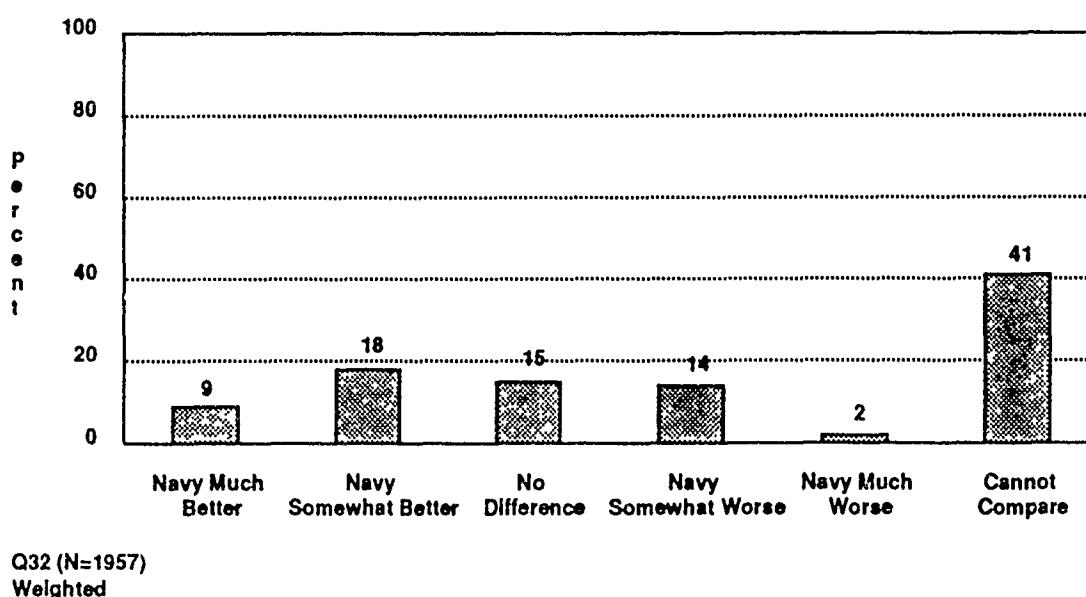


Figure 22. As an employer, how do you think the Navy compares with other Federal Government agencies?

they were somewhat likely to achieve the desired job change.

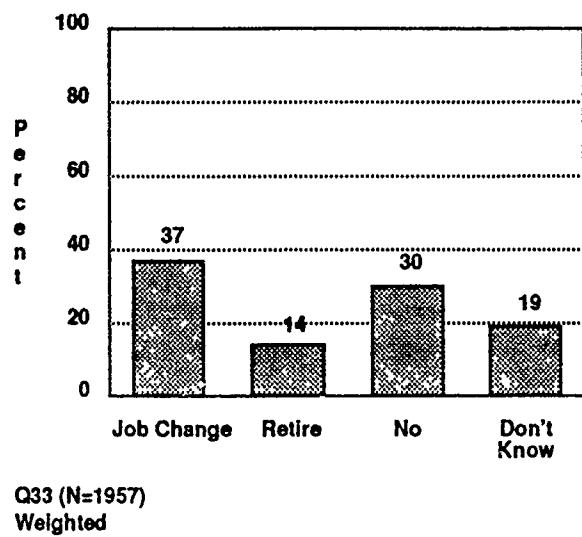


Figure 23. Do you plan to change your job or retire within the next five years?

Figure 23 shows that approximately 14 percent of the respondents were planning to retire within the next 5 years. Of those, 12 percent would do so within the year.

Willingness to seek a job change appeared to be related to job satisfaction, but not necessarily in the direction that would be expected. Those individuals who would not seek a job change had significantly lower job satisfaction scores (mean = 65.69) than all other respondents. The highest job satisfaction scores were found for those who reported that they would retire within the next five years (mean = 76.12).

Examining willingness to change jobs by supervisory status shows that slightly more nonsupervisors (39 percent) than supervisors (34 percent) wished to change jobs. Supervisors, who were more often older with more years in service, were more likely to report seeking retirement within the next five years. Nearly 20 percent of supervisors compared to 12 percent of nonsupervisors reported a willingness to retire.

By pay plan, more GS employees (41 percent) than GMs (29 percent) and WG (33 percent) wanted to change jobs. Again, probably because of differences in time in service, GMs were more likely to report a desire to retire (23 percent of GMs compared to 11 percent of GSs and 16 percent of WGs). Of those who desired a job change, more GSs (44 percent) would seek a change within the next year than GMs (30 percent) or WGs (32 percent), whereas more GMs desired a change within the next five years (61 percent). WGs wanted to change positions to a different series (40 percent) more often than did GMs (12 percent) and GSs (28 percent), while slightly more GM personnel wanted to change positions in the same series (33 percent). Across pay plan categories, the majority of respondents wanted to stay with the Navy; however, relatively more WGs reported this desire. Nearly 87 percent of WGs, compared to 55 percent of GMs and 62 percent of GSs, reported wanting to stay with the Navy in their next job change. More than any other pay plan, WGs cited better pay and benefits as their reason for a job change.

Results of analysis by DONOL code parallel those by pay plan. Relatively more clerical personnel than those in other occupational categories reported an interest in a job change. Most often they desired the change within the next year. Craftsmen and mechanics, as well as clerical personnel, were more likely to report desiring a change to a position in a different series, and craftsmen and mechanics more often reported wanting to stay with the Navy in the new position. Scientists and engineers more often wanted a change in work, and craftsmen and mechanics most often wanted better pay and benefits.

By gender, more females (46 percent) than males (34 percent) reported an interest in seeking a job change. Of those seeking a job change, females (46 percent) were more likely to report seeking that change within one year, while males (41 percent) were more likely to say they would seek the change within five years. Males, on the other hand, more frequently than females reported that they planned

to retire within the next five years. While both males and females reported most often wanting to stay with the Navy in their next job, proportionally more males (75 percent) than females (61 percent) wished to do so. With respect to the major reason for the job change, the two largest categories for both males and females were better promotion opportunities and better pay and benefits. However, proportionally more males (12 percent) than females (7 percent) would make the change for a new work environment and more females (8 percent) than males (1 percent) would make the change because of spouse employment issues.

When considering minority status, proportionally more blacks reported a desire to change jobs than did whites or others. Nearly 46 percent of blacks wanted to change jobs, while only 35 percent of whites and 41 percent of others reported the desire for change. Further, of those interested in changing jobs, blacks were more likely to want to change within the year, to want a position in a different series, and to be more optimistic about the likelihood of accomplishing the change. When asked if they wished to stay with the Navy, whites were more likely to say yes. The number one reason for the job change across all groups was better pay and benefits; however, proportionally more blacks (34 percent) gave that response than did whites (26 percent) or others (22 percent). With respect to retirement, there were no differences between minority groups in intention to retire.

No unexpected trends were found in the data when considering age or years in service. That is, as age or years in service increased, willingness to change jobs decreased and willingness to seek retirement increased.

#### Pay and Benefits

- *The majority of the respondents believed that pay was better in business/industry.*
- *Although employees were typically dissatisfied with their rate of pay,*

*most reported that pay either had no influence or a positive influence in their attitude toward their job.*

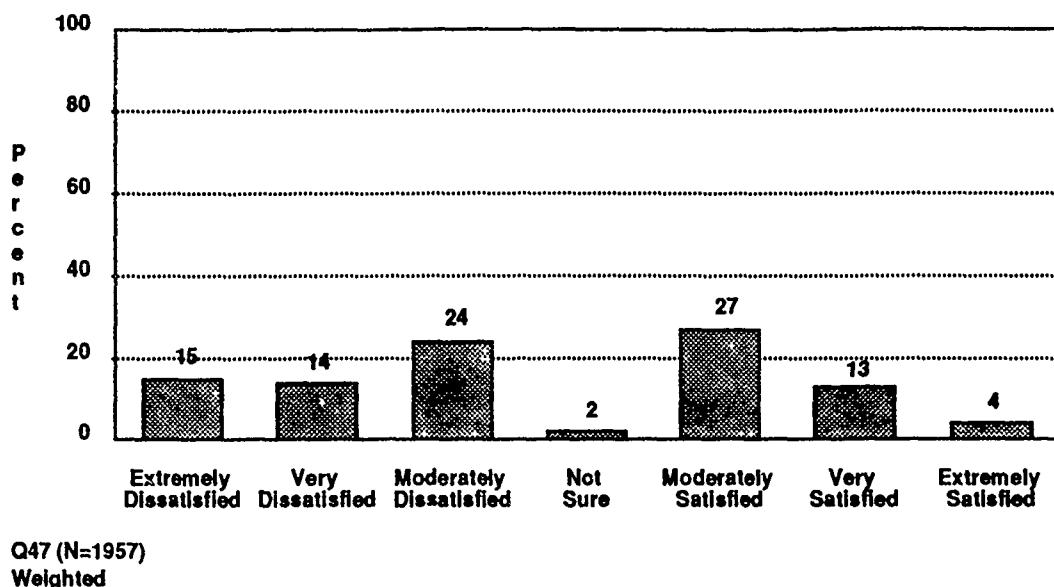
- *Questions pertaining to pay and benefits in the Federal Government were typically answered more negatively by the clerical than other DONOL codes.*
- *Overall, respondents were satisfied with the fringe benefits offered and considered the sick and annual leave policies in the Federal Government to be better than those in industry/business.*
- *Respondents, particularly the younger employees and those in professional occupations, were interested in cafeteria-style benefits.*

#### Rate of Pay

Pay is the job characteristic most likely to be a source of employee dissatisfaction (Wexley & Yukl, 1984, p. 60). Our findings support this observation. Of the 15 items in the job satisfaction scale, satisfaction with the rate of pay was one of the five lowest ranking items, ranking only slightly above satisfaction with promotion chances and with the way the organization is managed.

Figure 24 shows the distribution of overall responses to "How satisfied are you with your rate of pay?" Although this item ranked low in the overall job satisfaction scale, a large proportion of the responses cluster around the middle, with approximately one-fourth of the responses moderately dissatisfied and another one-fourth moderately satisfied (Figure 24). Of the remaining responses, a larger share showed dissatisfaction than satisfaction with their rate of pay.

Considering satisfaction with rate of pay by demographic groups revealed few real differences.



**Figure 24. How satisfied are you with your rate of pay?**

The only comparisons that showed differences were those by DONOL code and by gender. No differences were found for supervisors compared to nonsupervisors. Analysis by DONOL code showed that management and administrative personnel tended to be more satisfied with their rate of pay than were other groups. Over half (53 percent) of the respondents who were classified as management and administrative reported some level of satisfaction with rate of pay, compared to only 36 percent of scientists and engineers, 37 percent of clericals, and 45 percent of craftsmen and mechanics. When considering gender females tended to be more satisfied than males. Half of the females reported some level of satisfaction with their rate of pay compared to 41 percent of males.

#### Pay Compared to Others

Two additional items on pay asked respondents to rate their satisfaction relative to the job they did and relative to others in the organization performing the same task. Approximately 40 percent of all respondents reported that their pay was poor for the job performed but nearly 37 percent reported that their pay was good. Only 30 percent said their pay was poor compared to others in the organization.

About 35 percent said that it was good and another 35 percent reported that it was neither good nor poor.

When these items were examined by demographic groups, significant differences were found by DONOL code and pay plan. Responses by clerical personnel were the most negative to both questions. Nearly half (47 percent) of clericals reported that their pay was poor for the job they did. At the same time, 42 percent of scientists and engineers, and 37 percent of both management and administrative personnel, and craftsmen and mechanics answered negatively.

When asked to compare their pay to others in the organization, clericals were somewhat less negative than when they were asked to rate their satisfaction with rate of pay. Management and administrative personnel had nearly as many negative responses (33 percent); however, nearly 37 percent reported their pay was good. Nearly half of scientists and engineers said that their pay was neither poor nor good compared to others in the organization.

Examining pay by pay plan showed similar differences, with WG respondents being most positive about the money they made for the job they performed. Nearly 42 percent of WGs, compared to 33 percent of GSs and GMs, reported positively. WGs were also most positive about their pay relative to others; 43 percent said it was good, while only 34 percent of GMs and 31 percent of GSs responded positively.

When pay alone was compared to that available for a similar job in business/industry, the overwhelming majority (68 percent) responded that pay in business was better. Half of these respondents felt that pay in business was much better. However, these figures changed when benefits were considered with pay. Just over half (54 percent) of the respondents rated pay and benefits packages in business/industry as better than those of the Federal Government. About 28 percent felt that the Federal Government provided a better pay and benefits package (Figure 25).

Scientists and engineers were more likely than were other DONOL groups to say that pay or pay and benefits packages were better in business/industry. Nearly 87 percent thought that the pay was better and 71 percent thought that the pay and benefits package overall was better in business/industry. By comparison, 53 percent of clericals, 67 percent of craftsmen and mechanics, and 77 percent of management and administrative personnel considered pay to be better in business/industry. Only 40 percent of clericals and 50 percent of craftsmen and mechanics thought that the overall pay and benefits packages were better in business/industry jobs. By pay plan, GMs were most likely to report that pay (87 percent), and pay and benefits overall (79 percent) were better in business/industry.

Males (72 percent) were more likely than were females (60 percent) to report that pay was better in business/industry. Responses to the question on pay and benefits overall reflected a similar pattern

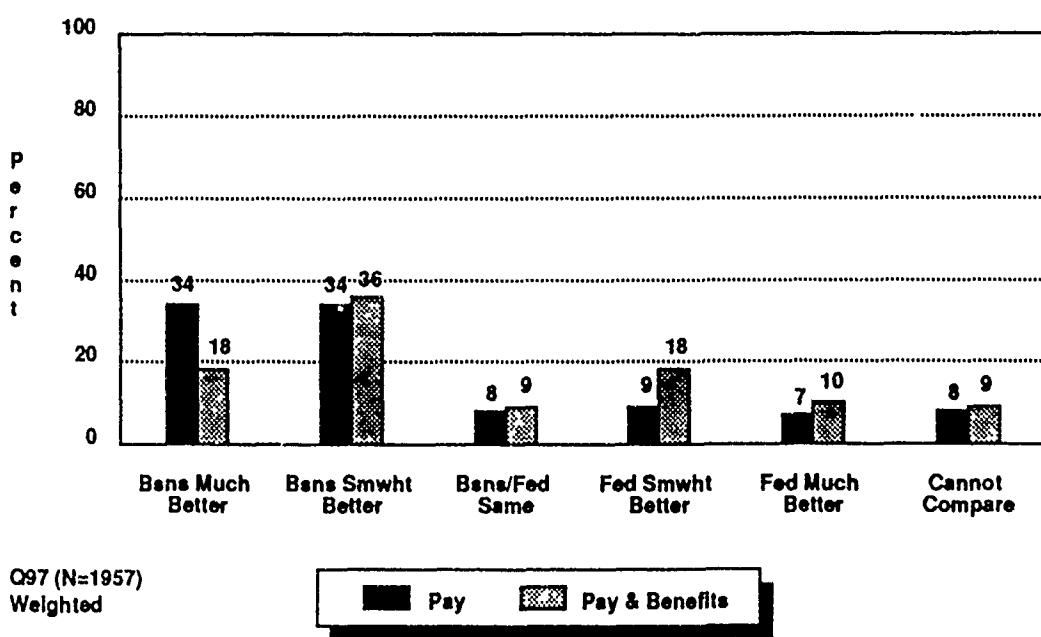
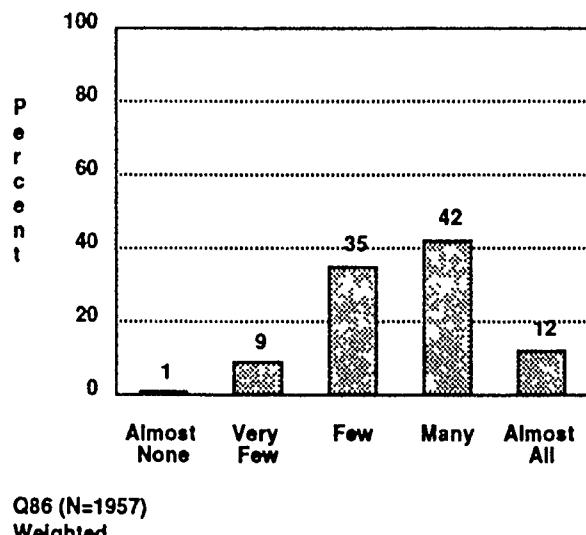


Figure 25. How do you feel your pay and benefits compare to those available in business/industry?

with 56 percent of males and 48 percent of females favoring pay and benefits in business/industry.

### Needs Satisfied by Pay

Figure 26 shows overall responses to the question regarding the extent of financial needs satisfied by the pay and benefits received. For 54 percent of the respondents, many to almost all of their financial needs were satisfied. However, for 45 percent, few to almost none of their needs were satisfied. When examined by demographic groups, this item generated significant differences in nearly all categories.



**Figure 26. To what extent are your financial needs satisfied by the pay and benefits you receive?**

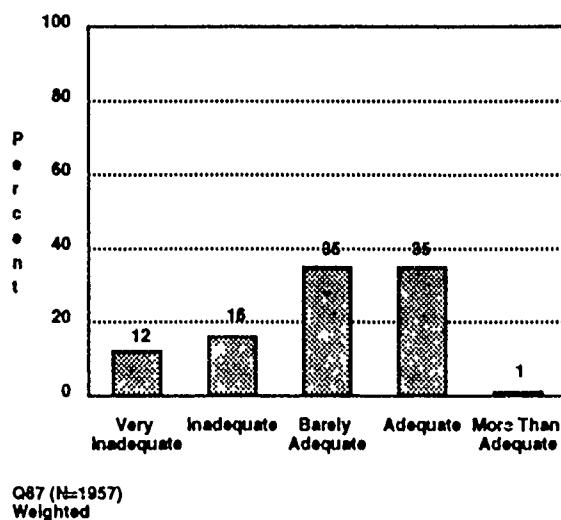
By DONOL code, the most negative responses came from clericals. Approximately 20 percent of clericals, compared to from 5 to 10 percent of the other DONOL codes, reported that few of their financial needs were satisfied. Another 44 percent of clericals and from 30 to 35 percent of other DONOL codes answered that few of their needs were satisfied. Further, only 36 percent of the clerical respondents reported that their needs were satisfied, in contrast to about 60 percent of the other DONOL codes with the same response.

Responses by pay plan were similar to those by DONOL code, with GMs most positive. Just over 68 percent answered that many to almost all of their financial needs were satisfied, compared to 52 percent of GSs and 57 percent of WGs with responses in that range.

Males were more likely than females to report that many of their needs were satisfied. This difference probably relates to the negative findings cited for clericals. Considering minority status, whites had more financial needs satisfied by their pay than did blacks or others.

Responses by age were more positive as age increased. Responses by retirement plan were also consistent with these findings, with CSRS respondents more positive than FERSs. Supervisors, not surprisingly, were also more likely to have more needs satisfied by their pay.

When considering what it costs to live in the area, responses indicated that 36 percent felt that their pay was adequate or better, but 63 percent felt it was barely adequate or worse (Figure 27).



**Figure 27. Considering what it costs to live in this area, how adequate is your pay?**

By DONOL code, responses resemble those for the previous question except that management and administrative personnel were more likely to report that their pay was adequate for living costs in the area (46 percent) than were any other DONOL categories, including scientists and engineers (33 percent). Responses by pay plan parallel those by DONOL code, with GMs most likely to feel that their pay was adequate.

Whites were more likely than other groups to feel that their pay was adequate considering the area. About 38 percent reported it adequate compared to 28 percent for blacks and others. No differences in pay adequacy by gender were found.

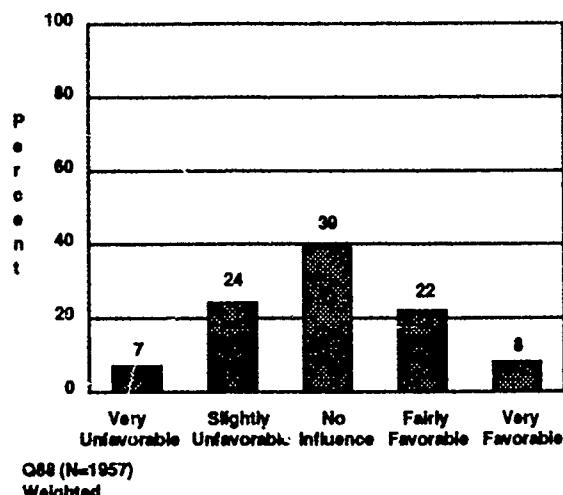
Findings for retirement plan, age, and supervisory status, were consistent with what might be expected with greater time in service. That is, adequacy of pay increases with time spent on the job.

### Influence of Pay on Attitude

While employees may be somewhat dissatisfied with their rate of pay, nearly 40 percent reported that the amount of money they made had no influence on their overall attitude toward their jobs (Figure 28). Of the remaining 60 percent, half reported a favorable influence of pay on their job attitude and half reported an unfavorable influence.

Examination by demographic groups shows that blacks were more likely than were other groups to report that money had no influence on their attitude toward their jobs. Nearly 47 percent of blacks compared with 37 percent of whites and 39 percent of others gave that response. In general, whites were more likely to report that their pay had an unfavorable influence on their attitude, while others more often reported a favorable influence.

Scientists and engineers seemed to be most likely to report that their pay had an unfavorable influence toward their attitude. About 45 percent, compared with only 22 percent of management and



**Figure 28. How does the amount of money you now make influence your overall attitude toward your job?**

administrative, 29 percent of craftsmen and mechanics, and 32 percent of clericals, reported an unfavorable influence on attitude. Craftsmen and mechanics, on the other hand, were most likely to report a favorable influence of pay on attitude. Just over 36 percent provided that response compared with 24 percent of clericals, 26 percent of scientists and engineers, and 31 percent of management and administrative personnel.

The differences found by pay plan parallel those of DONOL code. WG personnel were most likely to report a favorable influence (37 percent), whereas GMs were more likely to report no influence (41 percent). GS respondents, a composite of clericals and scientists and engineers, reported more often than other groups an unfavorable influence of pay on attitude (33 percent). At the same time, however, 40 percent of GSs reported that pay had no influence on attitude.

### Satisfaction with Fringe Benefits

In contrast with the degree of satisfaction with pay, respondents were quite satisfied with their fringe benefits. Figure 29 shows that over 60 percent were satisfied with their fringe benefits.

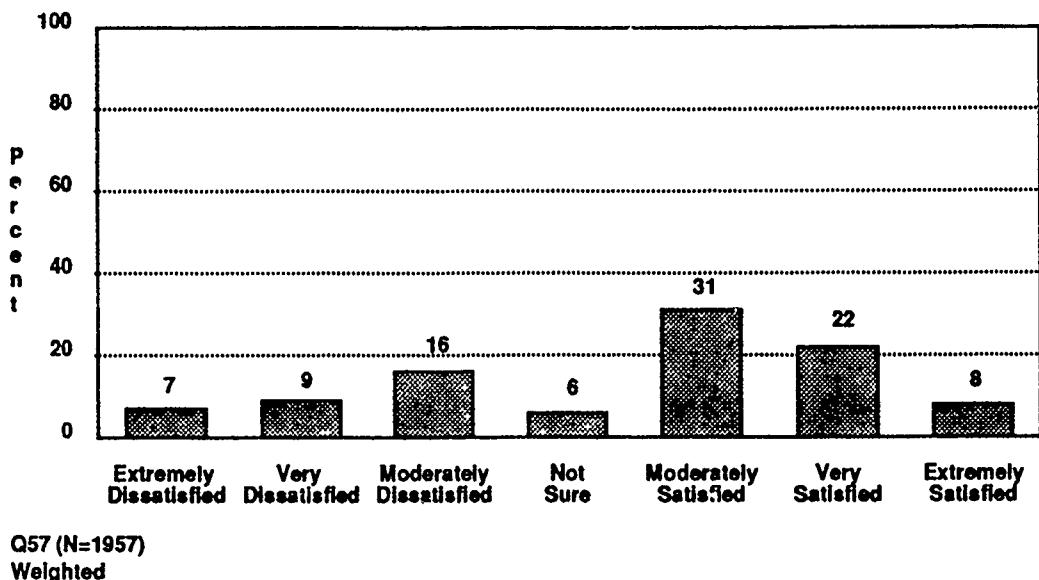


Figure 29. How satisfied are you with your fringe benefits package?

To examine satisfaction with fringe benefits further, respondents were asked to compare various aspects of their Federal benefits package with those available for a similar job in business/industry. Figure 30 shows how respondents compared selected benefits in business/industry with those in the Federal Government. When considering insurance benefits, responses indicate that health insurance was viewed as being better in business/industry, while evaluation of life insurance showed little differentiation. In fact, 28 percent of respondents reported that they could not compare life insurance packages. However, when asked to compare the Federal Government leave policy with that of business/industry, the overwhelming majority reported that the Federal policies for both sick and annual leave were somewhat to much better.

When considering satisfaction with fringe benefits by DONOL code, clericals were more satisfied than were other occupational groups. Just over 71 percent of clericals reported that they were satisfied, compared to only 58 percent of management and administrative, 57 percent of craftsmen and mechanics, and 52 percent of scientists and engineers.

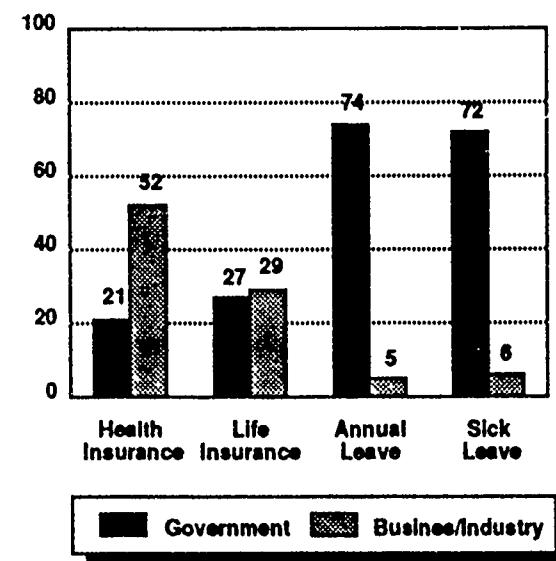


Figure 30. How would you compare your benefits to those available in business/industry?

Questions regarding insurance benefits followed the same consistent pattern. While the majority of responses for all occupational groups indicated a perception that business/industry offered better insurance benefits, fewer clerical

responses fell in that category. About 36 percent of clericals and 60 percent of other occupational groups believed that business/industry offered better health insurance. Similarly, 20 percent of clericals and 44 percent of scientists and engineers believed that life insurance was better in business/industry.

With respect to leave benefits, responses were generally the same across DONOL codes for annual leave; however, clericals and craftsmen and mechanics were more likely than other groups to rate the Federal sick leave policy as better than business/industry.

Pay plan differences in satisfaction with fringe benefits showed that GM personnel were significantly more dissatisfied than were GS or WG personnel. Nearly 50 percent of the GM respondents reported some level of dissatisfaction with benefits, compared to just over 30 percent of GSs and WGs. When asked to compare aspects of their benefit packages with those available in business/industry, GM respondents tended to rate business/industry benefits better more often than did GSs or WGs. Health insurance was rated better in business/industry by 73 percent of GMs compared to 51 percent of GSs and 50 percent of WGs. Life insurance was rated better in business/industry by 52 percent of GMs and only 29 percent of GSs and 23 percent of WGs. Although the majority of all respondents rated the leave benefits as better in the Federal government, fewer GMs responded much better than did GSs and WGs.

By gender, females were slightly more satisfied with their fringe benefits than were males. Nearly 67 percent of females were satisfied, while the figure dropped to 58 percent for males. This difference in satisfaction seemed to be related to perceptions of the insurance benefits. When asked to compare the Federal benefits package with that available in business/industry, males rated health and life insurance better in business/industry more often than did females. Perceptions of leave bene-

fits, on the other hand, were very similar for males and females.

By race/ethnic groups, whites were significantly less satisfied with their fringe benefits than were blacks or others. Only 57 percent of whites answered that they were satisfied, while 71 percent of the responses for blacks and 62 percent for others fell into that category. When examining perceptions of Federal benefits compared to business/industry, response patterns for the race/ethnic groups were quite similar. The question eliciting the greatest difference between groups was the question of health insurance benefits. Only 36 percent of responses for blacks rated business/industry health insurance benefits better compared to 57 percent for whites and 43 percent for others. Nearly one-fourth of the responses for blacks, however, were in the cannot compare category.

Few differences were found in satisfaction with fringe benefits by supervisory status, retirement plan, age, or years in service. The trends that were found suggested that employees with more years in service generally felt that health and life insurance was better in business/industry. These findings were confirmed when responses were examined by retirement plan, and supervisory status.

### **Participation in Health Insurance Plan**

While health insurance plans were perceived as better in business/industry, approximately 85 percent of the respondents reported participating in the Federal health plan. When asked if the available health insurance packages met their needs, 24 percent reported that they did to a great extent and another 61 percent answered that they somewhat met their needs. Those who felt that their needs were not met with existing health plans were asked why the plans did not meet their needs. Responses most often indicated that the plans were too costly, that they contained too few components (for example, no eyecare or denial), or that they were too limited (that is, the deductible was too high or the coverage was too narrow, etc.).

By DONOL code, clericals were more likely than other groups to report not participating in the health plan. Approximately 27 percent said they did not participate, compared to 14 percent of management and administrative personnel, 8 percent of craftsmen and mechanics, and 6 percent of scientists and engineers. These numbers were reflected in the analysis by pay plan, as well. GS employees were slightly less likely to be participating in the health plan, GM employees were somewhat more likely. When asked if the available health plans met their needs, clericals more often than other groups answered "don't know." Pay plan and gender differences paralleled these findings. No other differences in health plan participation were found.

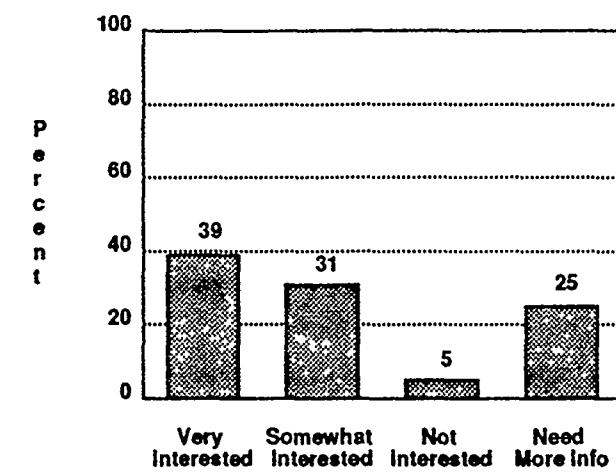
### Participation in Life Insurance Plan

Nearly the same percentage of respondents reported participating in the life insurance plan as in the health insurance. Approximately 84 percent reported that they participate. Those who participated most often cited as the major benefit the ease of signing up (48 percent). There was also a strong perception that the rates were low (38 percent). When respondents were asked why they did not participate, they most often reported that they did not need it (28 percent), that they preferred other types of life insurance (17 percent), or that the rates were too high (14 percent).

Response patterns for participation in the life insurance programs were similar to those found for health insurance. Clericals were less likely than other groups to be participating in life insurance; management and administrative personnel were more likely. No other discernible differences were found.

### Cafeteria-style Benefits

A single question described cafeteria-style benefits and asked employees how interested they would be in such a flexible-benefit program. Figure 31 shows that about 70 percent of respondents were interested. About one-fourth needed more information.



Q42 (N=1957)  
Weighted

**Figure 31. Would you be interested in a flexible benefits (cafeteria-style benefits) program?**

In general, younger employees with fewer years in service tended to be more interested in a flexible benefit program than were older employees. Scientists and engineers, and management and administrative personnel were slightly more interested than were clericals or craftsmen and mechanics. However, clerical responses indicated more often the need for additional information.

### Working Hours

- *The majority of respondents were satisfied with their working hours.*
- *Individuals with alternative work schedules available were more satisfied with their working hours than were those without.*
- *Nearly half of the employees reported having an alternative schedule available to them, and 68 percent of these employees participated in the program.*

- *Respondents most liked the alternative work schedule because it increased their flexibility to take care of personal business.*
- *Of the 40 percent who did not have an alternative work schedule available to them, approximately 75 percent reported they would like one.*

### Satisfaction with Hours of Work

Federal employees working for the Navy were quite satisfied with their hours of work (Figure 32). In fact, of all the job satisfaction components measured in this survey, satisfaction with working hours ranked the highest (90 percent).

Because satisfaction with hours of work was extremely high throughout the entire sample, few differences were found between demographic

groups. The only groups showing discernible differences were DONOL code and supervisory status. Craftsmen and mechanics appeared to be slightly less satisfied with their hours than were other demographic groups. Supervisors appeared somewhat less satisfied with their hours than were nonsupervisors.

### Alternative Work Schedules

One of the variables having the most impact on satisfaction with hours of work appeared to be the availability of an alternative work schedule. Almost half of the respondents reported having an alternative work schedule available, about 40 percent said they did not have one available, and another 10 percent did not know. It was most often available to GSs and GMs and least often to WGs. About 75 percent of those who did not currently have an alternative work schedule program reported that they would like one, most often to increase their flexibility (30 percent), to enable them to use less leave

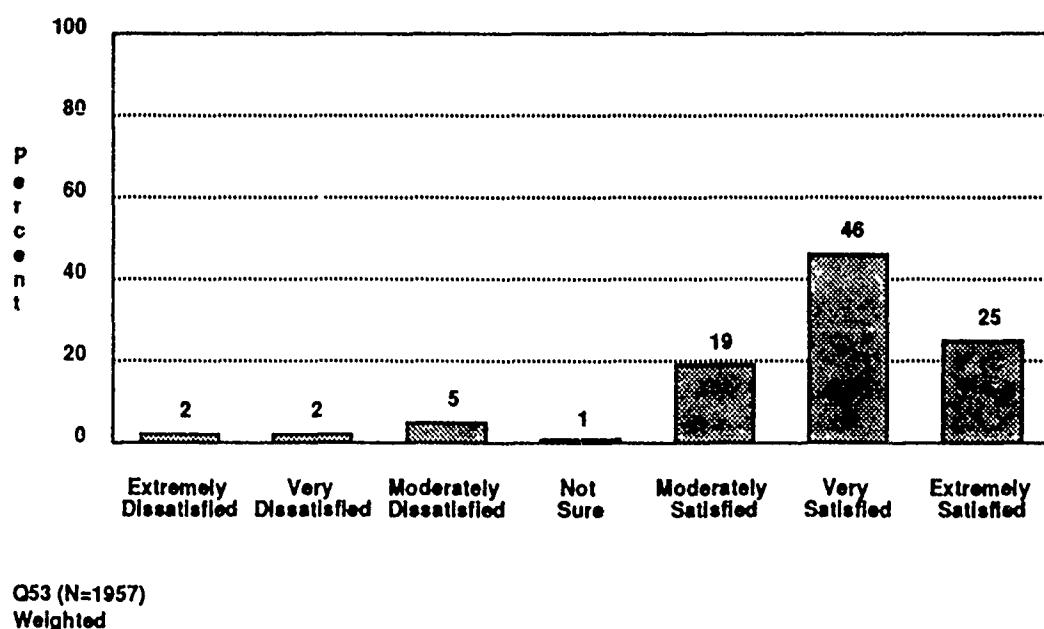


Figure 32. How satisfied are you with your hours of work?

(24 percent), or to enjoy more leisure time (18 percent). If they did not want one, it was usually for personal reasons (52 percent). WGs were slightly less likely than other pay plan groups to want an alternative schedule if it were available.

Individuals who reported having alternative work schedules available were significantly more satisfied with their working hours than were those who did not (Figure 33). About 95 percent of the respondents who reported having an alternative work schedule available expressed some level of satisfaction with the hours of work, compared to 84 percent of those who did not have one available. The fact that 31 percent of those with alternative work schedules were extremely satisfied with their hours of work, while only 17 percent of those who did not were extremely satisfied is impressive.

While having alternative work schedules available has an impact on job satisfaction, so does the actual participation in such a schedule. Approximately 49 percent of the respondents reported having alternative work schedules available, but only 68 percent of these individuals actually participate. When alternative schedules were available, more participants than nonparticipants reported being extremely satisfied with their working hours (Figure 34). This satisfaction was confirmed by another question in the survey that asked participants if they liked the alternative work schedule. Nearly 82 percent reported that they liked it very much and another 13 percent said that they liked it somewhat. Almost 45 percent of the participants liked it because it increased their flexibility to take care of personal business. When asked in which alternative schedule they participated, approximately 60 percent of the respondents reported that they were in

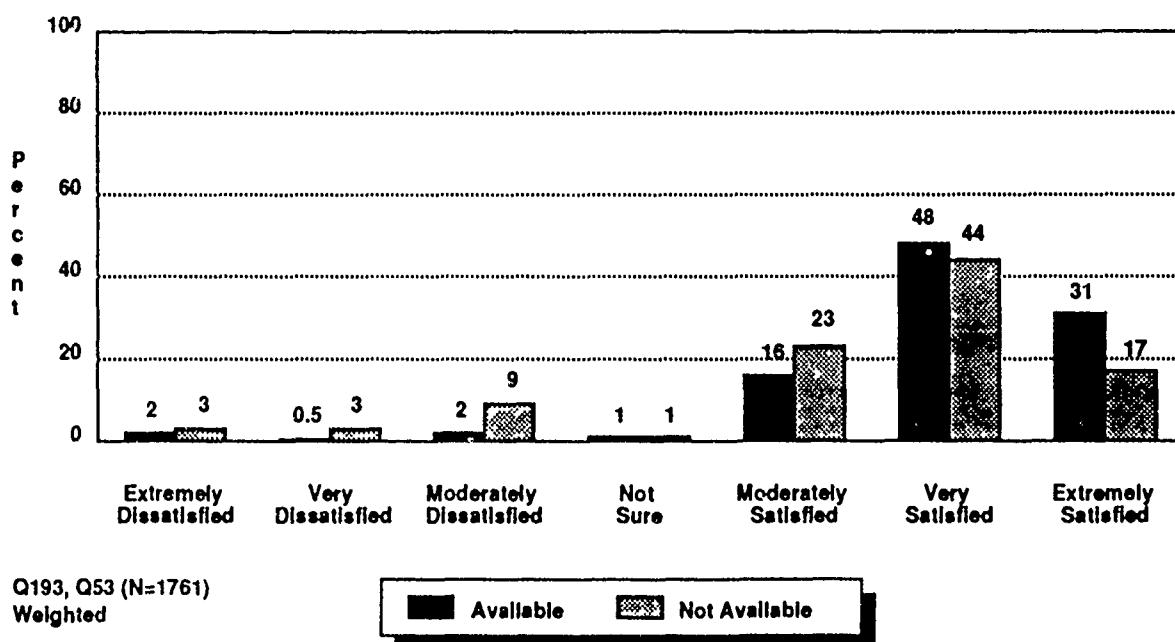
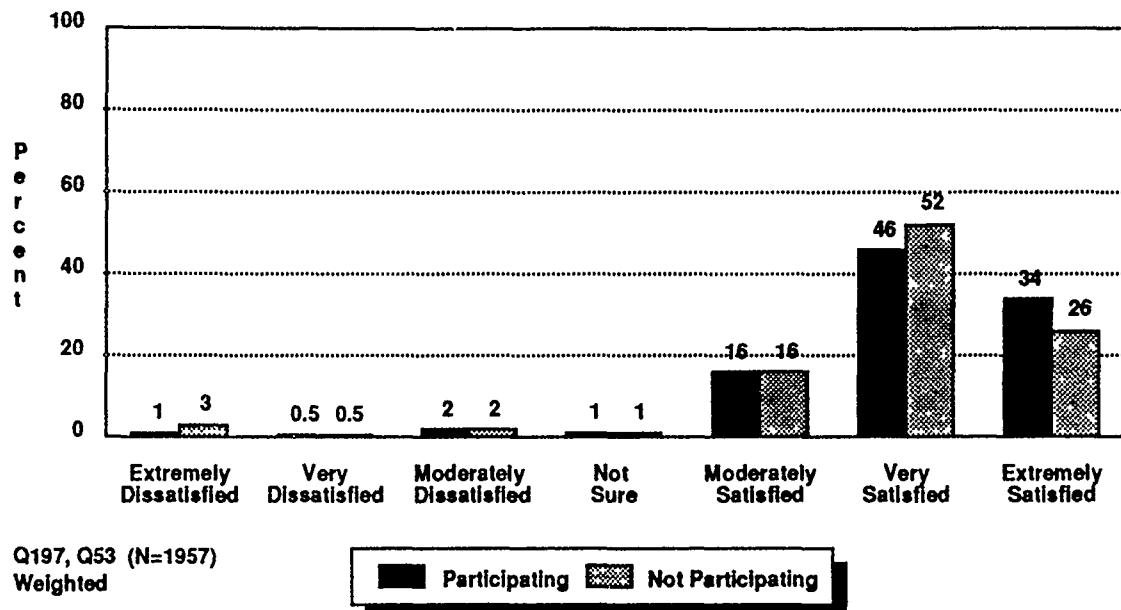


Figure 33. If your organization has alternative work schedules, how satisfied are you with your hours of work?



**Figure 34. If you are participating in an alternative work schedule, how satisfied are you with your hours of work?**

flex-time only, 19 percent in compressed time only, 12 percent were in both, and the remainder were on other schedules. There was no apparent difference in satisfaction with working hours based upon alternative schedule type.

A final question asked the respondent whether the alternative work schedule provided incentive for staying with the organization. Responses were split, with 37 percent reporting that it had provided a great deal of incentive, 33 percent reporting that it had provided a little incentive, and another 31 percent saying that it had no effect at all on their desire to stay.

#### Training

- *Almost 6 in 10 people requested training in the last year.*
- *Of those who requested training, three-fourths received it.*
- *More women than men requested training.*

- *More white employees than black employees were satisfied with training opportunities available to them.*
- *In general, fewer clericals and craftsmen and mechanic requested training and fewer were satisfied with their opportunities than other DONOL codes.*
- *Higher grade personnel were more active in requesting training and were happier with the training/educational opportunities.*
- *More than 9 in 10 indicated that their training expectations were met.*
- *Technical employees thought they needed more training than did employees in other DONOL codes.*

- *Older employees reported that they needed less training and they were more satisfied with their training opportunities.*
- *More than three-fourths of the supervisors thought their subordinates who had received training were performing better.*
- *The more satisfied people were with their training opportunities, the more satisfied they were with their jobs.*

### Requesting Training

In the last year before the survey, 58 percent of the individuals sampled had requested formal training. When all respondents were asked if they were satisfied with the training/educational opportunities available to them, more people reported being satisfied (60 percent) than dissatisfied (35 percent) (Figure 35). Moreover, of those who request training, 54 percent reported that the training office was responsive to their needs. Only 17 percent described the training office as unresponsive.

There were many significant group differences in experiences associated with requesting training. The first of these was found between men and women; 65 percent of the women sampled have requested training in the last year as compared to only 55 percent of the men. There was also an interesting difference between whites and blacks. Although there was no difference in the number requesting training, more whites (61 percent) than blacks (52 percent) said they were satisfied with the opportunities available to them.

Interesting trends in requesting training were found across age groups. Figure 36 shows the percentage of each group who requested training as well as the percentage who were satisfied with the available training opportunities. As age increased, fewer people requested training. However, more older respondents were satisfied with the opportunities available to them.

Significant differences were also found across the various DONOL codes. More scientists and engineers, and management and administrative personnel requested training in the last year and were satisfied with the opportunities available. Fewer

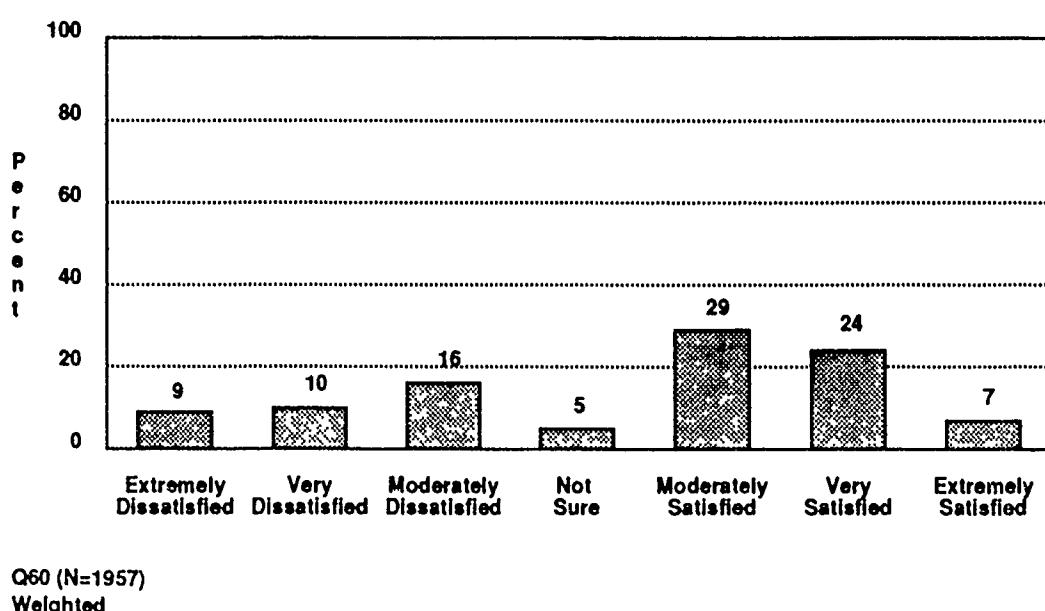
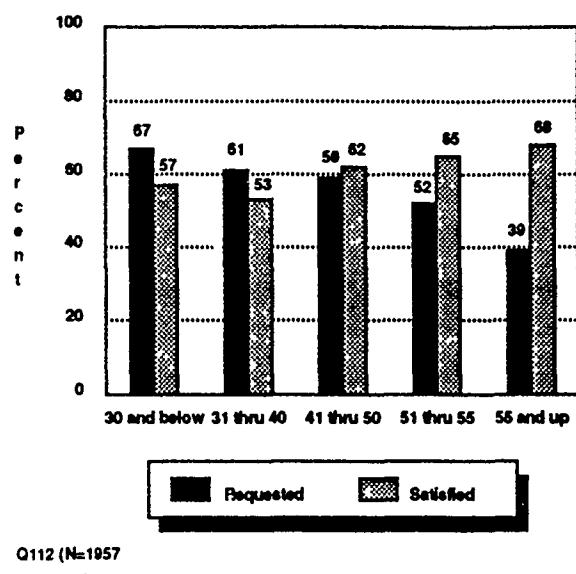


Figure 35. How satisfied are you with your training/educational opportunities?

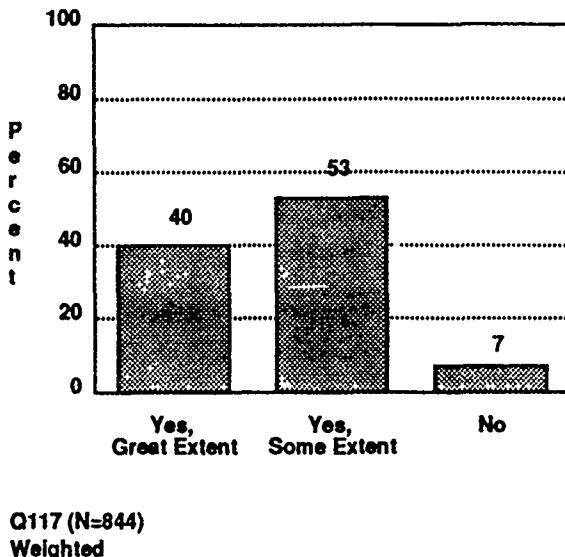


**Figure 36. Have you requested formal training in the last year?**

clericals, and craftsmen and mechanics requested training and fewer were satisfied with the opportunities. Similarly, more supervisors than nonsupervisors requested training and were satisfied with training opportunities. Finally, a larger number of GMs and GSs than WGs requested training in the last year. More GMs employees were satisfied with the available opportunities than GSs and WGs. These differences indicate that individuals higher up in the organization are more active in requesting training and are happier with the training/educational opportunities provided by the Navy.

### Attending Training

Of the individuals who requested training, 74 percent actually participated in some form of training in the last year, typically technical training. Figure 37 shows the responses of individuals asked if their most recent training class met their expectations. An overwhelming 93 percent claimed that their expectations were met to some extent. Additionally, 69 percent were able to put into practice the skills they acquired in training.



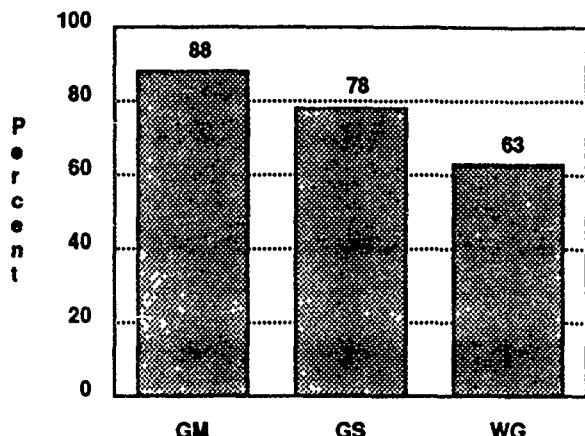
**Figure 37. Did training classes you took in the last year meet your expectations?**

A few significant group differences in experiences were associated with attending training. The first of these was found among the different pay plans. Of those who requested it, more GM than GS employees and more GS than WGs employees attended training in the last year (Figure 38). The other group differences were in the type of training attended. More of the supervisors sampled attended executive/management and supervisory training than nonsupervisors who more often attended technical training. Finally, more women than men attended clerical training.

### Benefits of Training

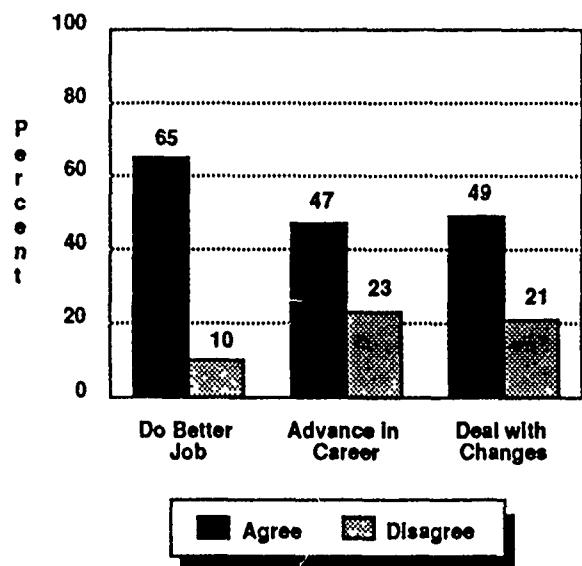
Respondents were asked to evaluate the extent to which their training prepared them to do a better job, to advance, and to deal with changes (Figure 39). The respondents felt their training helped them in each of these three ways. However, more of them thought the training prepared them to do a better job than to advance or deal with changes.

The only significant group difference in evaluating the benefits of training was by DONOL codes. Fewer clericals (41 percent) agreed that



Q115 (N=1108)  
Weighted

**Figure 38. Have you taken training classes in the last year?**



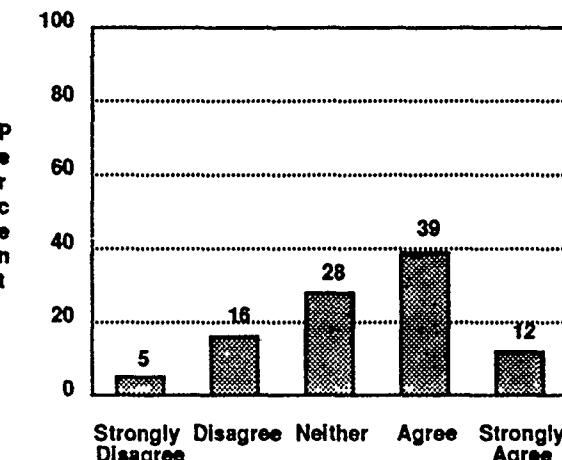
Q126 (N=1467), Q126 (N=1356)  
Q127 (N=1356), Weighted

**Figure 39. My training benefits.**

their training prepared them to advance than did management and administrative personnel (54 percent) and craftsmen and mechanics (52 percent). Scientists and engineers were in the middle (46 percent).

## Future Training Needs

All respondents were asked whether they thought they needed more training to do their job effectively. As illustrated in Figure 40, the majority of respondents indicated that they needed additional training, typically technical training. Fifty-one percent felt they required more training as opposed to 21 percent who felt they did not.

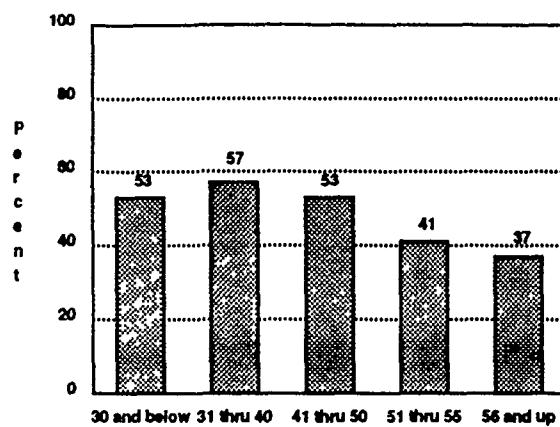


Q129 (N=1957)  
Weighted

**Figure 40. I need more training to do my job effectively.**

There were several significant group differences on the items looking at future training needs. First, more GS employees (56 percent) felt they needed additional training to do their job effectively than did GM (42 percent) and WG (46 percent) employees. There was also an interesting trend in needing additional training by age. Figure 41 shows that, as age increases, fewer people felt they required more training to do a good job.

The remaining differences were related to the type of training needed. More women than men said they required administrative training to do their job effectively. More men indicated that they needed technical training. More supervisors said



Q129 (N=1057)  
Weighted

**Figure 41. I need more training to do my job effectively by age.**

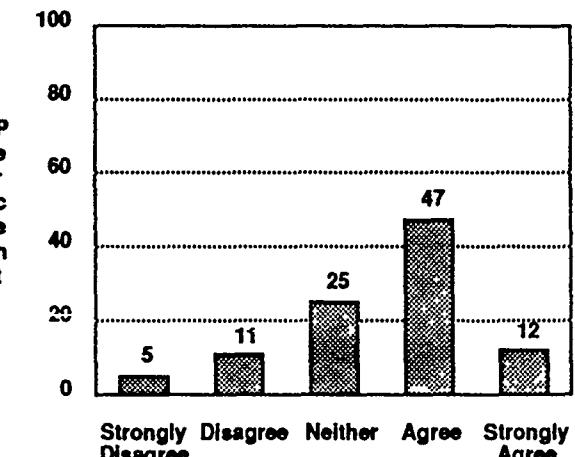
they needed executive/management and supervisory training than did nonsupervisors, while nonsupervisors were more likely to indicate that they needed technical training.

### Supervisors and Training

The first three questions in this section relate to the training of employees. When all individuals were asked if their supervisor supports their training needs, most responded positively. Figure 42 illustrates that 59 percent of those sampled agreed and 16 percent disagreed that their supervisor supports their needs for training.

There were several significant group differences on the supervisory support item. First, more whites than blacks perceived their supervisor as supportive of their training needs. Further, more GM and GS personnel saw their supervisor as supportive than did WG personnel. Similarly, fewer craftsmen and mechanics than the other DONOL codes felt their supervisor supports their training needs.

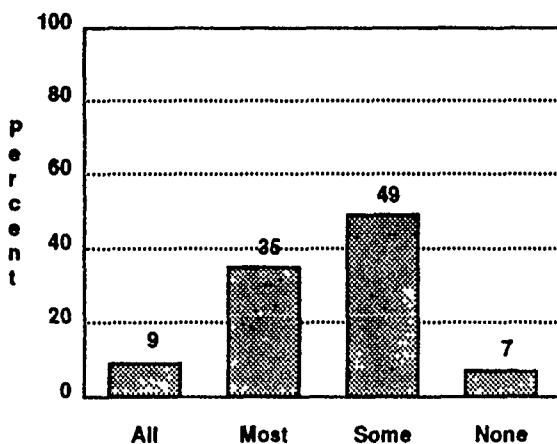
Supervisors were questioned about the training their employees receive. Figure 43 shows the extent to which supervisors feel their employees are



Q128 (N=1957)  
Weighted

**Figure 42. My supervisor supports my needs for training.**

getting the training they need. Seventy-seven percent of the supervisors felt the training their employees have received has resulted in improved job performance.

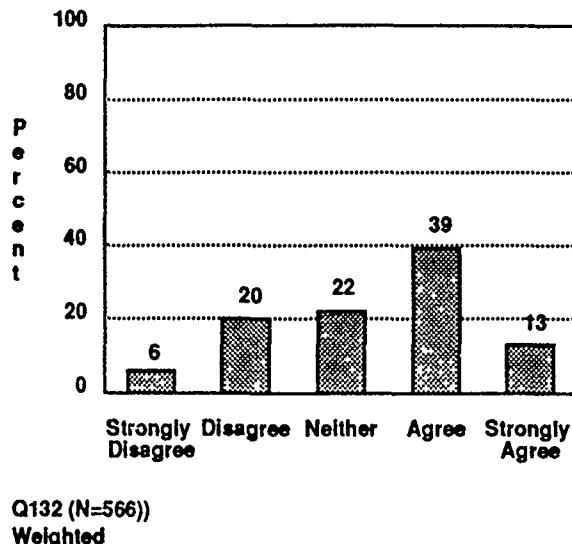


Q122 (N=566)  
Weighted

**Figure 43. Are your employees getting the training they need?**

The last item in this section is concerned with supervisory training. Supervisors were asked whether they had adequate training or preparation

to be a supervisor. Figure 44 shows that 52 percent of the supervisors sampled believed they had received adequate training; 26 percent, believed they had not.



**Figure 44. I have had adequate training or preparation to be a supervisor.**

### Training and Job Satisfaction

The positive correlation ( $r = .53$ ) between satisfaction with training opportunities and overall job satisfaction indicated that the more satisfied respondents were with their opportunities for training, the more likely they were to be satisfied with their jobs overall.

### Management, Supervision, and Feedback

- *Although respondents were generally dissatisfied with management in the organization, 75 percent of the employees were satisfied with their immediate boss.*
- *Minorities tended to respond more negatively to questions pertaining to how fairly the organization treated them. For example, 79 per-*

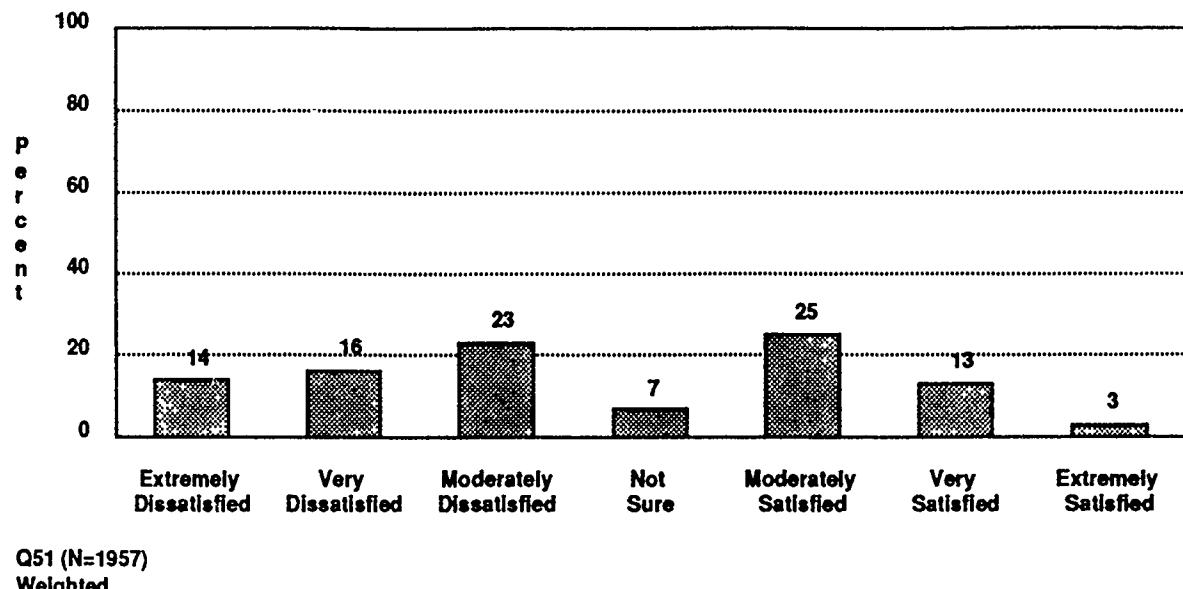
*cent of whites believed they were treated fairly with regard to discipline compared to only 69 percent of others and 64 percent of blacks.*

- *Most of the workers were satisfied with the amount of feedback they received. Further, employees with high levels of satisfaction with feedback had high levels of job satisfaction.*
- *Seventy percent of supervisors reported that they provided feedback often; in contrast, 27 percent of the employees felt that they often received feedback.*
- *Respondents typically agreed with statements regarding their performance evaluations, and those with higher levels of agreement had higher levels of job satisfaction.*
- *The majority of the employees were satisfied with the organization's use of their skills and abilities.*

### Satisfaction with Management

One of the lowest ranking items in the overall job satisfaction scale was with the way the organization is managed. Figure 45 shows that over half of the respondents expressed some level of dissatisfaction regarding the way their organization was managed.

Examining the question by demographic group shows some significant differences. When considering pay plan, WG employees appeared to be slightly more dissatisfied than did GS or GM respondents. Differences were more pronounced by DONOL code. Craftsmen and mechanics were most dissatisfied with the way the organization was managed. Nearly 62 percent reported some level of dissatisfaction, compared to only 39 percent of



**Figure 45. How satisfied are you with the way your organization is managed?**

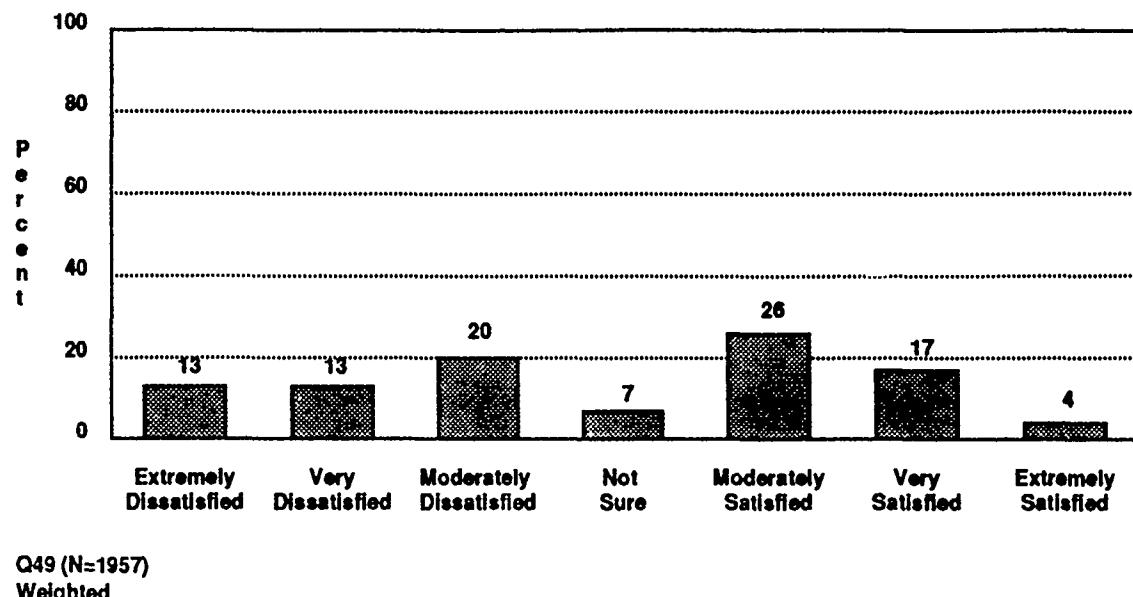
clericals and 57 percent of both scientists and engineers, and management and administrative personnel. Male respondents were slightly more dissatisfied than were female respondents. About 55 percent of males compared to 49 percent of females expressed some level of dissatisfaction with the way the organization was managed.

The item evaluating satisfaction with management/worker relationships also ranked in the five lowest in the job satisfaction scale. When asked how satisfied they were with the relationship between management and workers in their organization, 46 percent reported being dissatisfied (Figure 46). Unlike the previous question, which asked how satisfied respondents were with the way their organization was managed, a larger percentage (47 percent) reported some level of satisfaction.

When considering this question by demographic group, differences were found for responses by pay plan, DONOL code, and supervisory status. Analysis by pay plan showed that WG employees were slightly more dissatisfied with the manage-

ment/worker relationship than were GS or GM respondents. The differences were slight with 49 percent of WGs and 44 percent of GSs and GMs showing some level of dissatisfaction. Results by DONOL code were similar with 55 percent of craftsmen and mechanics expressing dissatisfaction compared to only 38 percent of clericals, 46 percent of management and administrative respondents, and 47 percent of scientists and engineers. For supervisory status, nearly identical percentages of supervisors and nonsupervisors expressed some level of dissatisfaction.

Several questions in the survey asked respondents to evaluate how fairly the organization treated them with regard to various aspects of their jobs, including awards, discipline, grievances and appeals, leave, work, overtime, temporary duty, and performance evaluations. The organization received high marks in most areas. About 93 percent of respondents thought that their leave requests were treated fairly. The proportion dropped to about 75 percent<sup>2</sup> when they were asked about discipline as well as work and overtime assignments.



**Figure 46. How satisfied are you with the relationship between management and workers in your organization?**

Temporary duty (TDY) assignments were slightly less positive with 68 percent responding that they were treated fairly and 62 percent responding similarly when asked about their performance evaluations. Grievances and appeals brought slightly fewer favorable responses with 60 percent of the respondents reporting that they were treated fairly in the grievances and appeals process. The lowest ranking item in the series was the question regarding awards. Only 39 percent of the respondents felt that they were usually or always treated fairly with regard to awards.

By DONOL code, craftsmen and mechanics tended to be more negative on most items than were other groups. On performance evaluations, for example, about 50 percent of the craftsmen and mechanics reported that they were treated fairly, compared to 65 percent of management and administrative respondents, 67 percent of scientists and engineers, and 71 percent of clericals. Concerning the fairness of discipline, about 66 percent of

craftsmen and mechanics responded that they were treated fairly, compared to about 73 percent of clericals, 81 percent of management and administrative respondents, and 82 percent of scientists and engineers. Responses also showed that awards were perceived as fair by 28 percent of craftsmen and mechanics, compared to 40 percent of clericals, 44 percent of scientists and engineers, and 45 percent of management and administrative respondents. Pay plan differences paralleled DONOL code findings with WG personnel generally more negative than GS or GM personnel.

Analysis revealed a tendency for blacks to respond more negatively to the fairness items than did whites. Others were also often somewhat more negative than were whites. For example, while 79 percent of whites felt that they were treated fairly with regard to discipline, the percentage dropped to 64 percent for blacks and 69 percent for others. In the grievances and appeals process, 53 percent of blacks felt that they were treated fairly, compared to 62 percent of whites and 57 percent of others. Blacks were somewhat more positive on fairness of leave requests than they were on other items. About 91 percent reported that they were treated fairly,

<sup>2</sup>All percentages on management supervision, and feedback were adjusted to include only those who did not respond "did not apply."

while 95 percent of whites and 87 percent of others responded similarly. Awards were again seen most negatively by blacks with 33 percent reporting that they were treated fairly compared to 41 percent of whites and 36 percent of others. No differences by gender were observed.

Supervisors tended to be more positive regarding the fairness items than were nonsupervisors. Regarding discipline, 80 percent of supervisors felt that they were treated fairly, while the number dropped to 73 percent for nonsupervisors. When considering awards, 45 percent of supervisors reported fair treatment, while 36 percent of nonsupervisor responses fell in these categories. The largest difference occurred when asked about grievances and appeals. About 68 percent of supervisors compared to 56 percent of nonsupervisors reported that they were treated fairly.

In general, older employees with more years in service tended to be slightly more positive regarding the way the organization treated them than were the younger employees. People 31 to 40 years

old with 11 to 20 years of service were slightly less positive than their older and younger counterparts.

### Satisfaction with Supervision and Feedback

One of the items in the overall job satisfaction scale asked respondents to rate their level of satisfaction with their immediate boss. Unlike the questions regarding management, responses to this item were very positive, with 75 percent expressing some level of satisfaction (Figure 47).

The only group differences observed for this item were by DONOL code. Eighty percent of clericals expressed some level of satisfaction with their immediate boss. By comparison, 75 percent of management and administrative personnel, 73 percent of craftsmen and mechanics, and 71 percent of scientists and engineers were satisfied with their boss.

Additional items addressed aspects of the supervisor/subordinate relationship. For example, nearly 75 percent of the respondents agreed that their supervisor demanded high quality work.

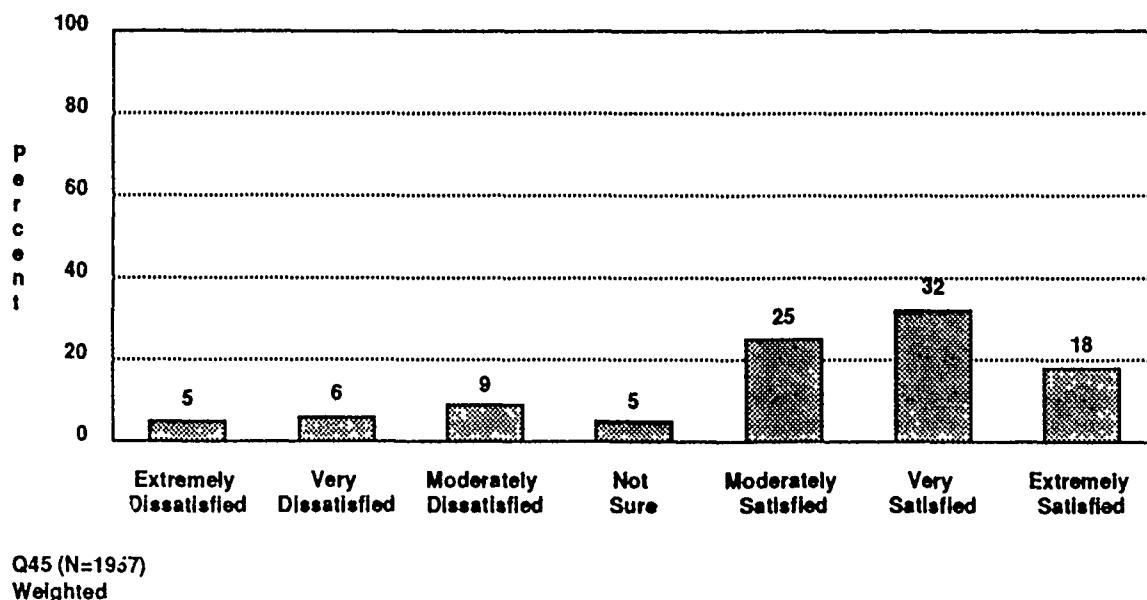


Figure 47. How satisfied are you with your immediate boss?

Another item addressed whether job assignments were clearly defined by the supervisor. Responses to this item were somewhat less positive with about 57 percent expressing some level of agreement. Few response differences were observed for these two questions across demographic groups.

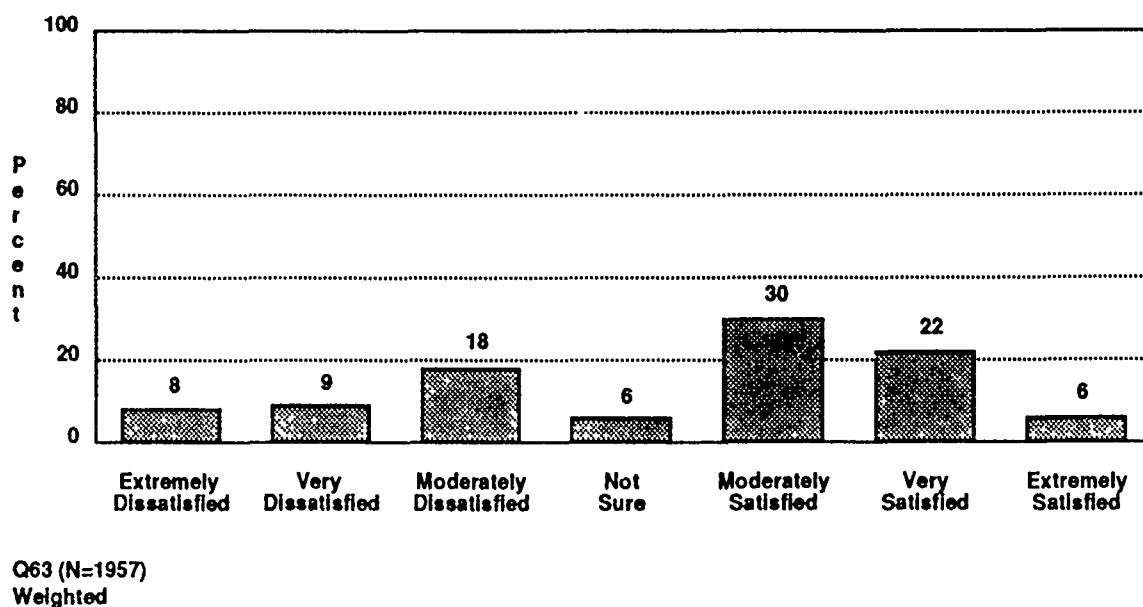
Feedback, an important element in supervisor/subordinate relationships, was evaluated in several survey questions. An item appearing in the job satisfaction section asked respondents how satisfied they were with the amount of feedback they received on their job performance. About 58 percent expressed some level of satisfaction (Figure 48). Responses to this question were found to be associated with the job satisfaction score in that a higher level of satisfaction with the amount of feedback was related to higher levels of job satisfaction. There was only a weak association, however, with actual job performance rating.

When considering DONOL code, clericals were the most satisfied with the amount of feedback they received. Nearly 63 percent expressed

satisfaction, compared with 60 percent of management and administrative personnel, 54 percent of scientists and engineers, and 52 percent of craftsmen and mechanics. Results by pay plan were similar, with wage grade personnel being least satisfied (53 percent), followed by GSs (60 percent) and GMSs (62 percent).

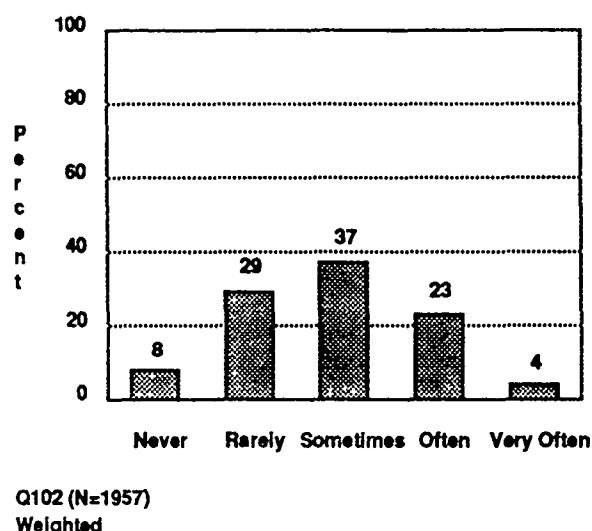
Females tended to be more satisfied with the amount of feedback than were males, and supervisors were slightly more likely to be satisfied than were nonsupervisors. No trends were observed for age or years in service.

When asked how much feedback they received, 27 percent reported that they were often told about their job performance (Figure 49). In general, individuals reporting more frequent feedback were more satisfied with the amount of feedback. Figure 50 shows, for example, that only 13 percent of those respondents who reported never receiving feedback were satisfied with the amount. By comparison, 94 percent of those who reported receiving feedback often were satisfied with the amount they

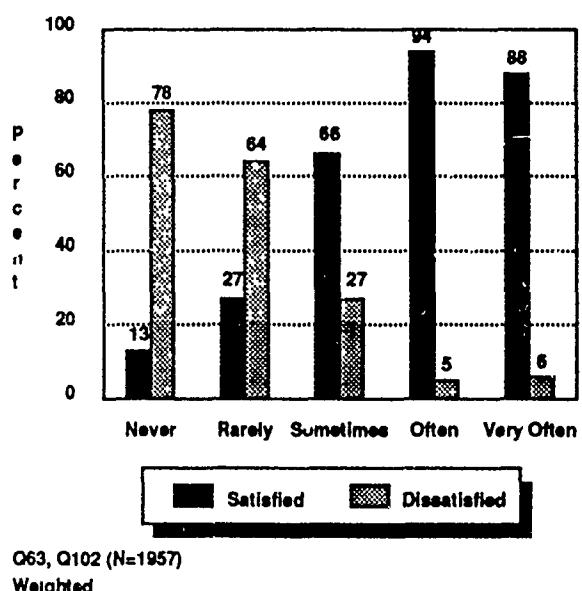


**Figure 48. How satisfied are you with the amount of feedback you receive on your job performance?**

received. Interestingly, the number dips slightly, to 88 percent, when the feedback was received very often.



**Figure 49. How often does your supervisor tell you how you are performing on your job?**



**Figure 50. Based on the amount of feedback you receive on your job performance, how satisfied are you?**

A separate question asked respondents how often feedback was desired. Nearly 55 percent said

they wanted to receive feedback often. When this item was compared to frequency of feedback received, only 36 percent reported getting the amount of feedback they desire. Nearly 8 percent reported receiving more feedback than they desire and 56 percent reported receiving less.

When supervisors were asked how often they give their subordinates feedback for good or poor performance, the proportion of respondents replying often was remarkably high. While only 27 percent of subordinates reported that they often receive feedback, about 70 percent of supervisors reported that they often gave feedback.

No response differences by demographic group were observed in the perceived frequency of feedback for subordinates or supervisors. When asked about desired feedback there was a slight trend for GM respondents to desire less feedback and for blacks to desire more.

An important component of feedback is the recognition received for good work. So important is recognition, in fact, that, when respondents were asked how much they agreed with the statement that receiving recognition was as important to them as receiving a cash award, nearly 66 percent agreed. Additional questions asked how satisfied they were with the recognition they actually received for their good work. Over half of the respondents (55 percent) expressed some level of satisfaction. However, 41 percent were dissatisfied.

By DONOL code, craftsmen and mechanics were the least satisfied with the amount of recognition they received. About 48 percent expressed some level of satisfaction, compared to 56 percent of scientists and engineers and 60 percent of both management and administrative, and clerical personnel. Pay plan results were similar with fewer wage grade than GS or GM respondents expressing satisfaction with recognition. Females tended to be more satisfied than males with the amount of recognition they received. No other differences were observed.

## Satisfaction with Performance Evaluations

Feedback is often provided to subordinates by way of the performance evaluation. Further, responses indicate that satisfaction with certain components of the performance evaluation is moderately associated with overall job satisfaction. Specifically, if individuals scored high in agreement with specific statements related to their performance evaluation, they were more likely to report higher levels of overall job satisfaction. These items addressed whether their job performance is carefully evaluated by their supervisor, their performance rating is fair and accurate, their performance appraisal considers the most important aspects of their jobs, and performing well would get them a high rating.

Examining each item individually shows that about half of the respondents reported some level of agreement with each of the statements on performance evaluations. Nearly 60 percent agreed that their rating was fair and accurate, that the appraisal considers the most important aspects of their job, and that the supervisor carefully evaluates their performance. Least favorable was the item asking if they agreed that performing well would get them a high rating. Figure 51 shows that only 49 percent agreed.

In the group of questions regarding performance evaluation, respondents were asked to provide their overall rating from their last performance evaluation (Figure 52). Nearly one-quarter of the responses indicated an outstanding rating; and another 40 percent, exceeds fully successful. When these results were compared to those presented in Figure 51, over 75 percent of those receiving outstanding ratings agreed that performing well would bring a high rating. The percentage of agreement decreases to about 50 percent when the rating was exceeds fully successful and 30 percent when the rating was fully successful. Respondents were also asked if they agreed with the rating they received on their last evaluation. About 62 percent agreed with their rating, 28 percent felt that it should have

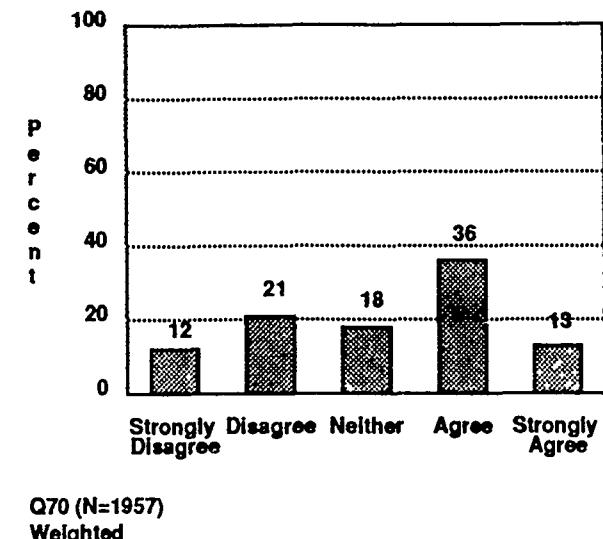
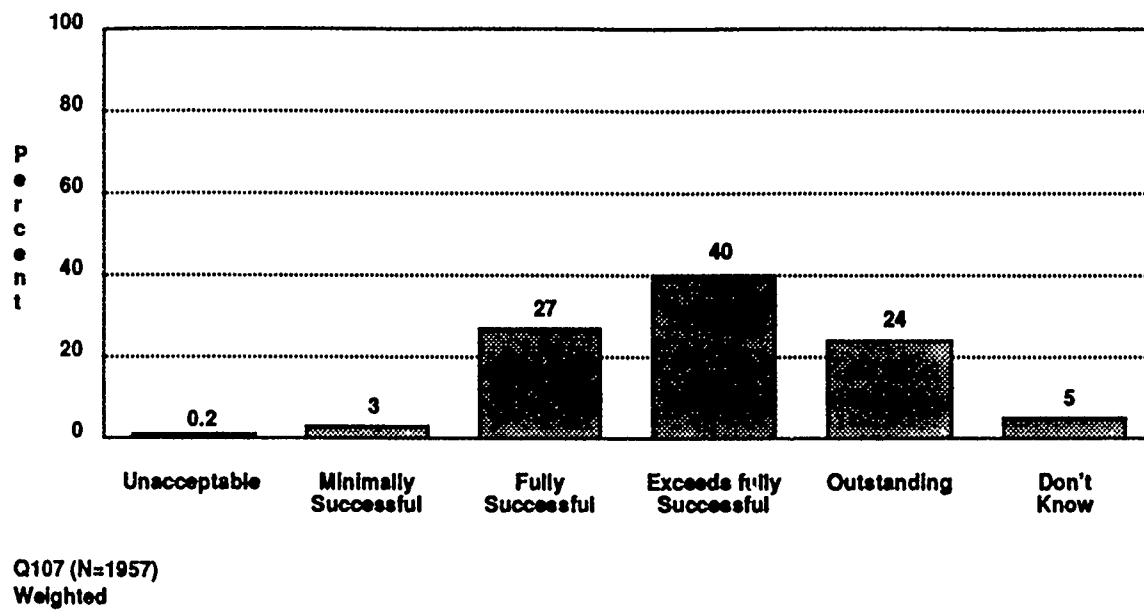


Figure 51. If I perform my job especially well, will I receive a high performance rating?

been higher, just under 1 percent felt that it should have been lower, and 9 percent had no opinion.

Attitudes regarding performance evaluations were found to differ by demographic group. When considering DONOL code, craftsmen and mechanics tended to be most negative when asked whether their performance appraisal considers the most important aspects of their jobs, whether performing well would bring a high rating, whether their rating was fair and accurate, and, in general, were more likely than other groups to feel that their performance rating should have been higher. Clericals, on the other hand, were most positive in their responses to these items. When examining the ratings, however, proportionally fewer scientists and engineers received outstanding ratings (15 percent), followed by craftsmen and mechanics (19 percent), management and administrative personnel (32 percent), and clericals (35 percent). Results by pay plan parallel those by DONOL code, with wage grade respondents generally more negative and GS respondents most positive.

By gender, females tended to be more positive on these items than were males. Further, proportionally more females reported receiving an

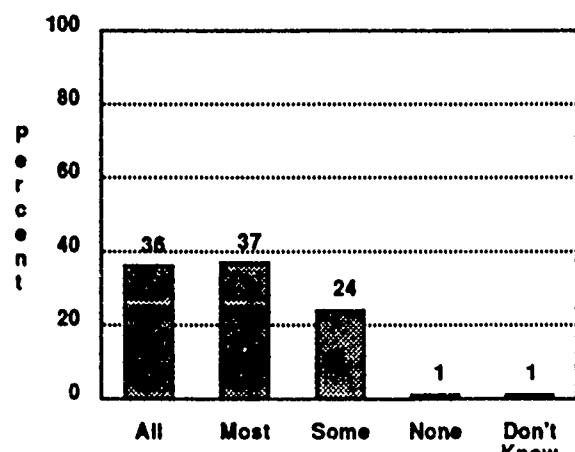


**Figure 52. On your last performance evaluation, what was your overall rating?**

outstanding rating for their last evaluation (31 percent) than did males (23 percent). By minority status, few differences were observed. The most striking response difference occurred in the last performance rating, where whites tended to report receiving higher ratings than blacks or others. For example, 46 percent of whites reported receiving exceeds fully successful, compared to 32 percent of blacks and 34 percent of others. Similarly, fewer whites (25 percent) than blacks (38 percent) or others (40 percent) reported a fully successful rating. Supervisors were more likely than nonsupervisors to agree with their rating and to feel that performing well would bring a high rating. They also tended to receive higher ratings.

#### Satisfaction with Use of Skills and Abilities

A single item in the survey asked respondents to evaluate how many of the skills and abilities required for their current job were actually used in performing their job. Figure 53 shows that responses were very positive with 97 percent reporting that they used the required skills.



**Figure 53. How many of the skills required for your job do you actually use in the day-to-day performance of your job?**

The highest ranking item was satisfaction with the amount of responsibility respondents were given with 81 percent expressing satisfaction. The

next highest ranking item was satisfaction with the opportunity to use their abilities, with nearly 68 percent expressing satisfaction. Satisfaction with attention paid to suggestions was also relatively high with 60 percent of the responses being positive.

When the data were examined by demographic group, several differences emerged. By DONOL code, more clerical respondents reported that all of their required skills and abilities were used in their job (49 percent) than any other group. On the other hand, scientists and engineers reported that only some of their skills and abilities were used (Figure 54). Scientists and engineers also tended to be less satisfied with the opportunity to use their skills and abilities than were other groups. Only 62 percent of scientists and engineers expressed some level of satisfaction, compared to 75 percent of management and administrative personnel, 69 percent of craftsmen and mechanics, and 64 percent of clericals. Craftsmen and mechanics, however, were less satisfied with the attention paid to suggestions they made than were other groups. Results by pay plan were similar. GSs were less satisfied than were GMs or WGs with the opportunity to use their skills and abilities. WGs were more negative than the other groups on the attention paid to suggestions they made.

About 48 percent of blacks reported that all of their required skills were used in their job, compared to 34 percent for white and 33 percent for others. On the other hand, whites were more satisfied with the attention paid to their suggestions than were blacks and others. By gender, females (44 percent) were more likely than males (33 percent) to say that they used all of the required skills in the performance of their jobs. Supervisors tended to be more satisfied than nonsupervisors with the use of their abilities and the attention paid to their suggestions.

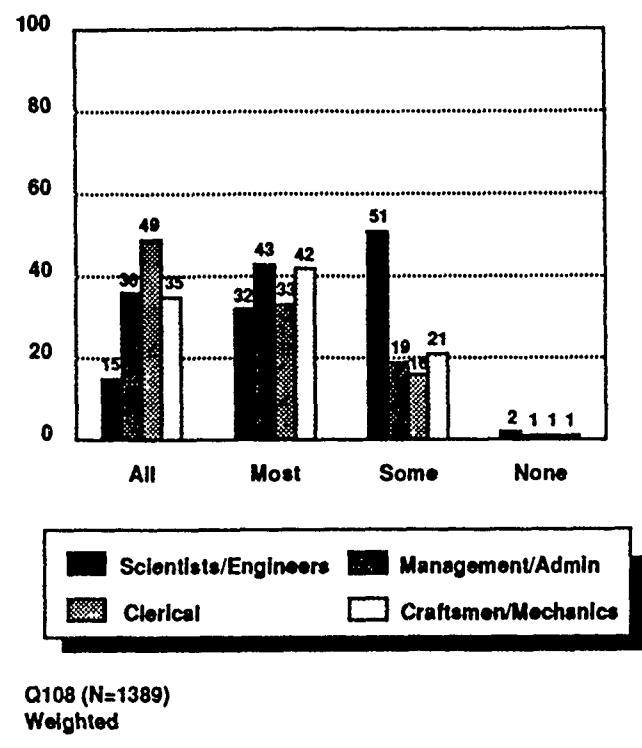


Figure 54. By DONOL code, how many of the skills required for your job do you actually use in the day-to-day performance of your job?

#### Promotion System

- *Chance of promotion was the lowest ranking item in the job satisfaction scale. Respondents across all groups were generally dissatisfied with their promotion chances.*
- *There was a strong association between satisfaction with the promotion system of the organization and overall job satisfaction.*
- *Promotions were generally seen as unlikely in next two years.*
- *Primary reasons that promotions were perceived to be unlikely were lack of vacancies and unfairness of the system.*

- *Overall, respondents would not accept managerial jobs because they enjoy hands-on work or they would not want the managerial responsibilities.*
- *More whites than blacks agreed that their race/ethnic group had an equal opportunity for promotion.*
- *Respondents agreed that females have equal opportunity for promotion and do not get preferential treatment for promotion.*
- *Most felt that age did not affect chance of promotion.*
- *Nearly half of the employees believed that best qualified were not always selected for promotion.*

### Satisfaction with Chance of Promotion

Satisfaction with chance of promotion was the lowest ranking item in the job satisfaction scale. As shown in Figure 55, more respondents were dissatisfied (50 percent) than were satisfied (40 percent).

Examining this item by demographic group revealed some slight differences. Fifty-three percent of nonsupervisors were dissatisfied with their chance of promotion, while 43 percent of supervisors were dissatisfied. Also, clericals were the most dissatisfied with their chances of promotion, with 57 percent reporting that they were dissatisfied. Management and administrative personnel were the least dissatisfied (46 percent) of the DONOL codes.

### The Promotion System

The strong association ( $r = .66$ ) between satisfaction with the organization's promotion system and overall job satisfaction indicates that the more satisfied respondents were with the

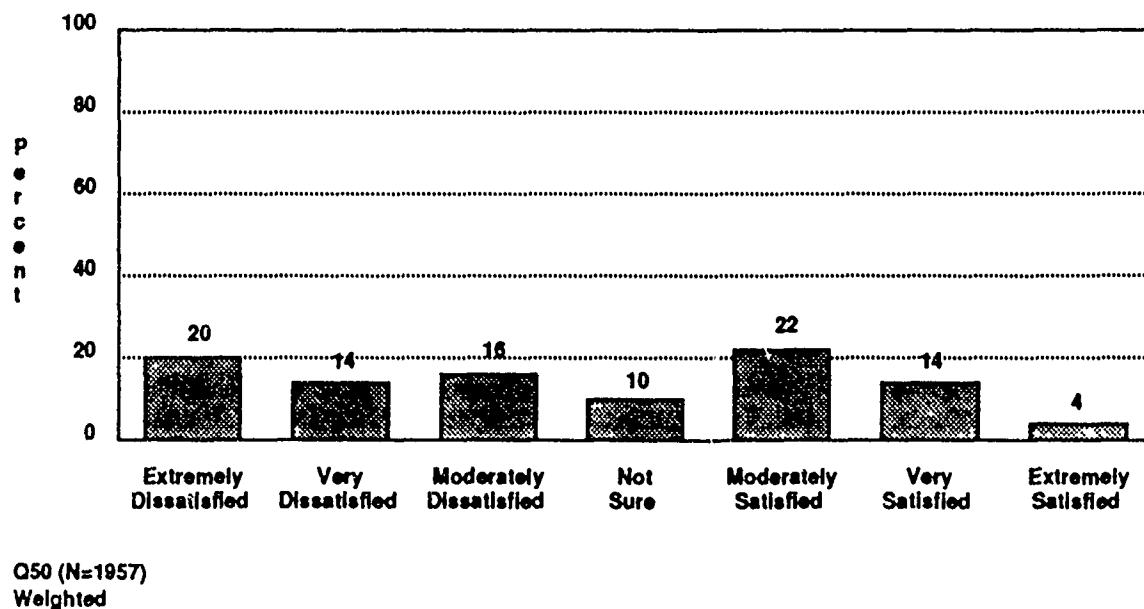


Figure 55. How satisfied are you with your chance of promotion?

promotion system, the higher their overall job satisfaction is likely to be.

As shown in Figure 56, 55 percent of respondents were dissatisfied with the promotion system and 36 percent were satisfied. Although dissatisfaction was fairly high overall, there were some differences in attitudes toward the promotion system across demographic groups. For example, 57 percent of nonsupervisors were dissatisfied with the promotion system compared to only 50 percent of supervisors. Likewise, by DONOL code, craftsmen and mechanics were the most dissatisfied at 62 percent, while management and administrative personnel were the least dissatisfied at 52 percent.

As shown in Figure 57, 60 percent of black respondents expressed some level of dissatisfaction with the promotion system; 51 percent of whites expressed some level of dissatisfaction. In terms of years of service, those with 20 to 30 years were the most dissatisfied as compared to others.

### Likelihood of Promotion

Overall, only 34 percent of respondents reported that they were likely to be promoted in the next two years, while 55 percent reported it as unlikely. When responses to this item were examined by gender, more females (42 percent) than males (32 percent) reported they were likely to be promoted.

Respondents who felt they were unlikely to be promoted in the next two years were asked to explain why. The top reasons reported were a lack of vacancies (42 percent), unfairness of the promotion system (23 percent), discrimination (9 percent), and being at the top of the career ladder (7 percent). Interestingly, those who specified being at the top of the ladder and lack of vacancies had significantly higher overall job satisfaction than did those who specified discrimination and unfairness of the promotion system.

Some groups differed in their reasons for not being promoted. Almost twice as many blacks (36

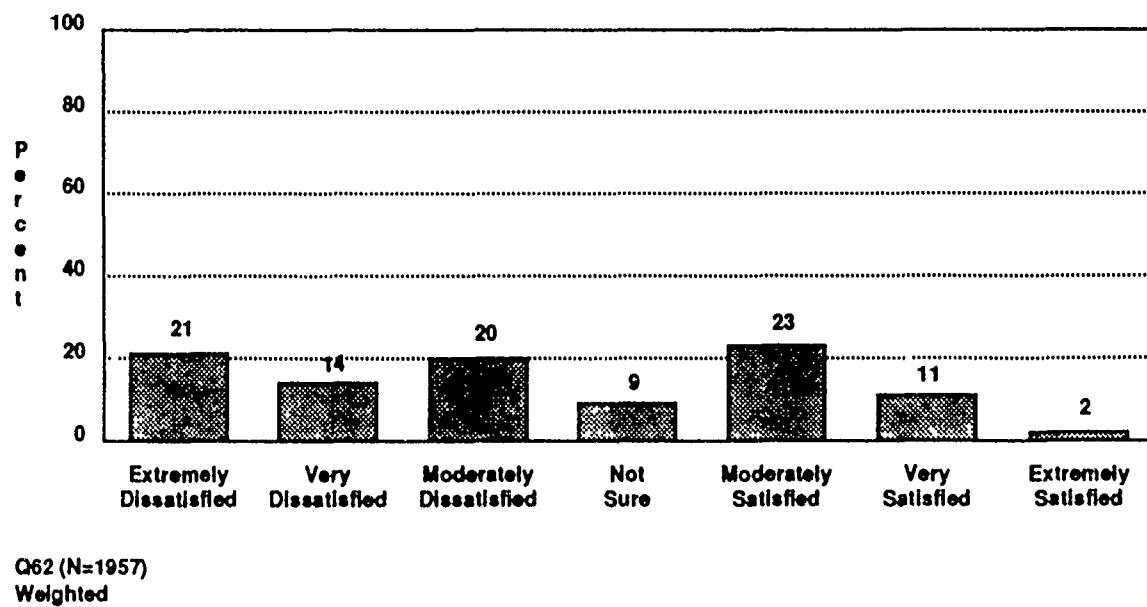
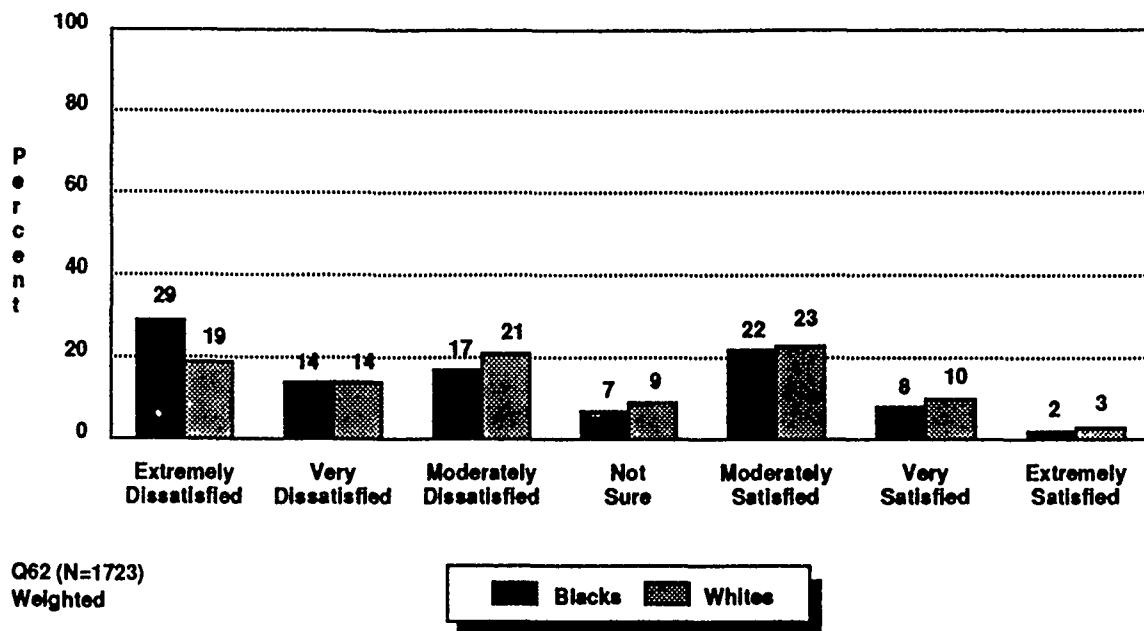


Figure 56. How satisfied are you with the promotion system in your organization?



**Figure 57. How satisfied are you with the promotion system in your organization by minority status?**

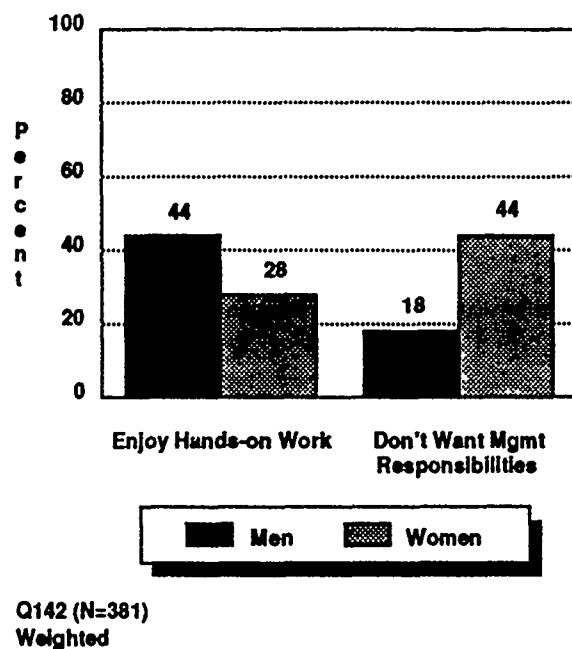
percent) as whites (20 percent) felt they were unlikely to be promoted because the promotion system was unfair. Similarly, more craftsmen and mechanics and more clericals saw the promotion system as unfair than did the other DONOL codes. Further, many more wage grade (34 percent) than GS (19 percent) and GM (8 percent) employees thought they were unlikely to be promoted because the promotion system was unfair. All in all, personnel who are lower in the organization more often perceived the promotion system as unfair. Personnel who are higher up in the organization more often believed that a lack of vacancies was the problem in their getting promoted.

#### Accepting a Managerial Job

When asked whether they would be likely to accept a managerial job, 68 percent of all respondents said they were somewhat or very likely. Only 22 percent reported to be somewhat or very unlikely to accept such a position.

As might be expected, management and administrative personnel were the most likely to accept a managerial job (74 percent). Clericals were the least likely with only 63 percent indicating a willingness to accept such a position. Also, males (70 percent) were more likely than females (63 percent) to accept a managerial job.

Respondents who were unlikely to accept a managerial job were asked to explain why; 39 percent said they enjoyed doing "hands on" work and 28 percent said they did not want the managerial responsibilities. Males and females gave very different reasons for refusing a managerial job. As shown in Figure 58, more males than females said they did not want a managerial position because they enjoyed hands-on work. In contrast, more females than males said they did not want the managerial responsibilities. In interpreting the findings for this item, it should be noted that the sample size was somewhat small (N = 381).



**Figure 58. Why might you refuse a managerial position if it were offered to you?**

#### Taking a Pay Cut for a Better Job

Fifty-nine percent of the respondents indicated they would be willing to take a pay cut for a job with greater earning potential; 30 percent said they would be unwilling. As might be expected, the percentage willing to take a pay cut decreases as both age and years of service increase.

Respondents who said they were unlikely to take a pay cut for a better job were asked to explain why. Fifty-six percent of the respondents said they could not afford a pay cut and 19 percent said they enjoyed their present job. Males and females differed somewhat on the reasons given for not taking a pay cut. More females (67 percent) than males (52 percent) specified that they could not afford a pay cut. Further, twice as many males (22 percent) as females (11 percent) specified that they enjoyed their present job. Again, in interpreting the results to this item, it should be noted that the sample size was somewhat small ( $N = 381$ ).

#### Equal Opportunity and Preferential Treatment in Promotions

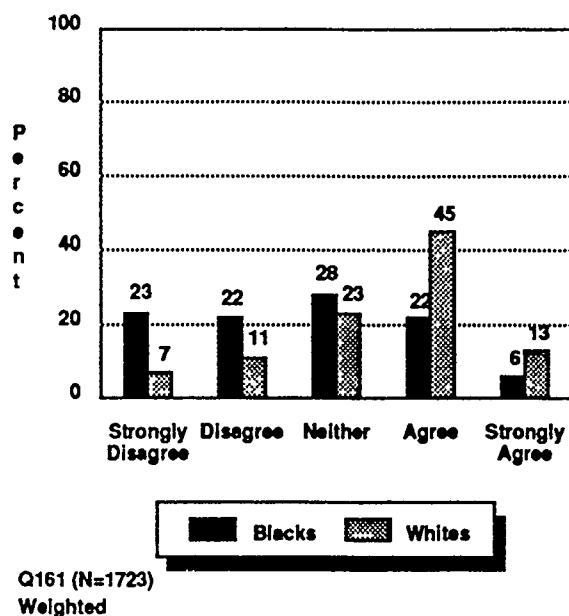
Several questions addressed equal opportunity and preferential treatment in terms of race, gender, and age in the area of promotions.

**For Minorities.** Overall, respondents agreed that there was an equal opportunity for promotion for their race. Fifty-two percent of all respondents agreed while only 22 percent disagreed.

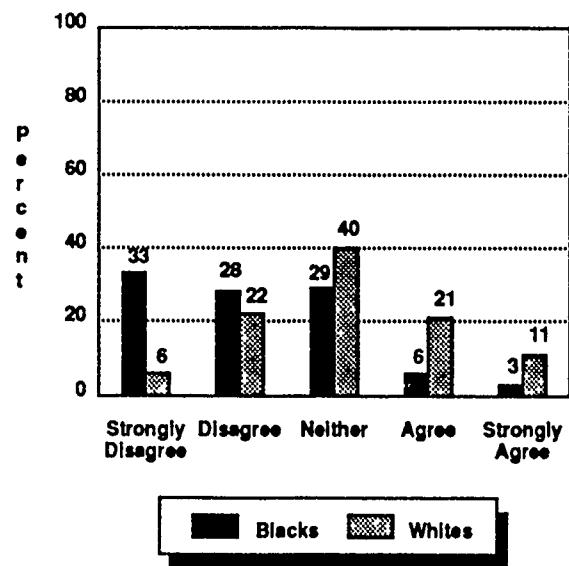
As shown in Figure 59, many more whites (58 percent) agreed with this statement than did blacks (28 percent). Also, more supervisors (58 percent) agreed that there was equal opportunity of promotion for their race than did nonsupervisors (50 percent). By pay plan, 66 percent of GM employees, 55 percent of GS employees, and 44 percent of wage grade employees agreed that there was equal opportunity. Similarly, scientists and engineers and management and administrative personnel more often agreed than did clericals and craftsmen and mechanics with the notion of equal opportunity by race. Based on these results, people who are higher up in the organization appear to be more likely to perceive equal opportunity of promotion for their race.

A single item addressed the practice of preferential treatment, which is related to equal opportunity policies. On the whole, respondents disagreed that minorities in their organization are given preferential treatment for promotions, although many of them are unsure: Only 27 percent of all respondents agreed and 36 percent disagreed; 38 percent neither agreed nor disagreed.

As shown in Figure 60, many more whites (32 percent) believed that minorities are given preferential treatment than did blacks (9 percent). By pay plan, 18 percent of GM employees, 24 percent of GS employees, and 32 percent of wage grade employees agreed there was preferential treatment. Similarly, more craftsmen and mechanics agreed that minorities are given preferential treatment than the other DONOL codes.



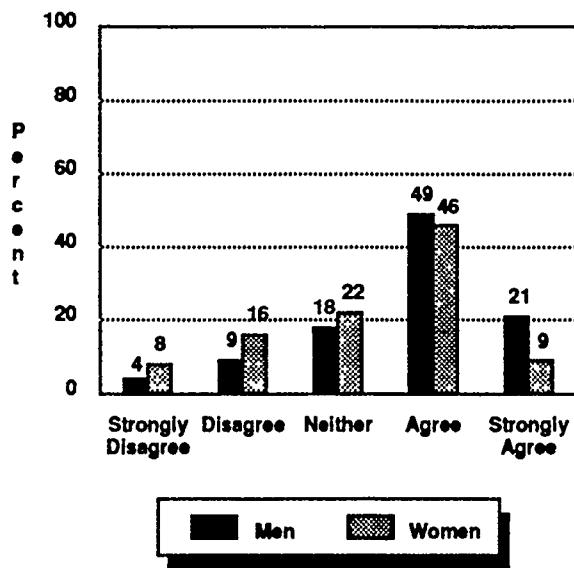
**Figure 59. People of my race/ethnic group have equal opportunity for promotions in this organization.**



**Figure 60. Minority employees often get preferential treatment over nonminority employees for promotion in this organization.**

**For Females.** Respondents strongly agreed (65 percent) that women have an equal opportunity for promotion while only 16 percent disagreed. As shown in Figure 61, many more males (70 percent)

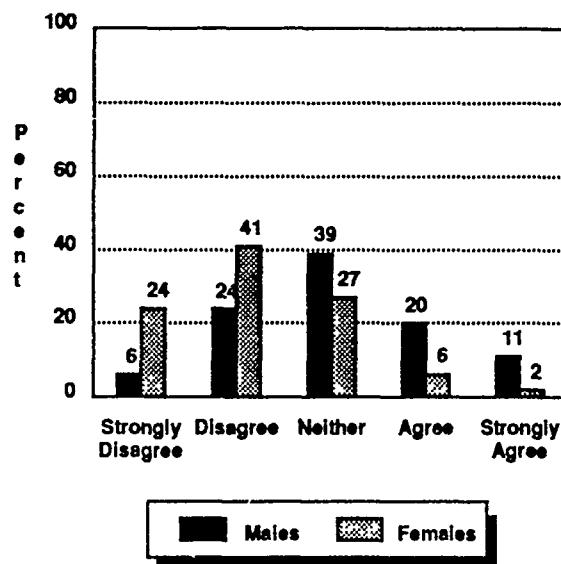
agreed with this statement than did females (55 percent). Also, more whites (68 percent) than blacks (54 percent) and more supervisors (73 percent) than non-supervisors (62 percent) felt women have an equal chance for promotion.



**Figure 61. Women have equal opportunity for promotion in this organization.**

The item on equal opportunity for women is related to the item for preferential treatment for women. Overall, respondents disagreed (41 percent) that women in their organization are given differential treatment for promotions, although 23 percent agreed and many (26 percent) said they neither agreed nor disagreed.

As shown in Figure 62, many more males (31 percent) believed that women are given preferential treatment for promotion than did females (8 percent). By DONOL code, only 13 percent of clerical personnel agreed that women are given preferential treatment; this was much lower than the other DONOL codes. It should be noted that the clerical DONOL code contains the most females.



Q163 (N=1957)  
Weighted

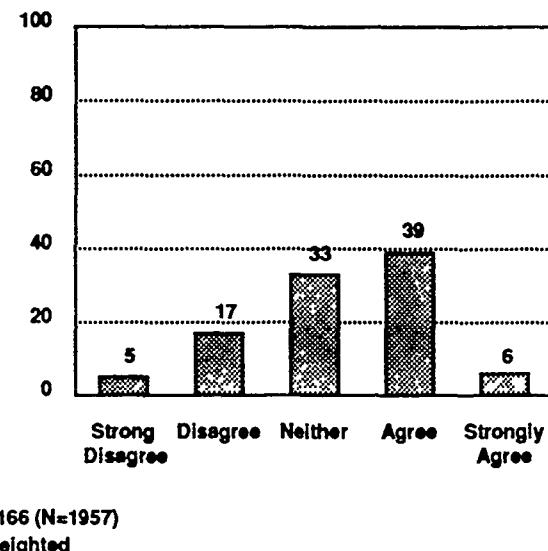
**Figure 62. Women often get preferential treatment over men for promotion in this organization.**

**For Older Employees.** Overall, respondents agreed (45 percent) that age does not affect a person's chances for promotion, although many said they neither agreed nor disagreed (33 percent) (Figure 63). Supervisors (51 percent) agreed with this statement more often than did nonsupervisors (42 percent). As age increased, respondents were less likely to agree that age does not affect a person's chances for promotion.

#### Effects of Equal Opportunity and Preferential Treatment in Promotions

To explore possible effects of equal opportunity and preferential treatment in promotions, items asked whether the best qualified people are promoted and whether these policies have improved morale.

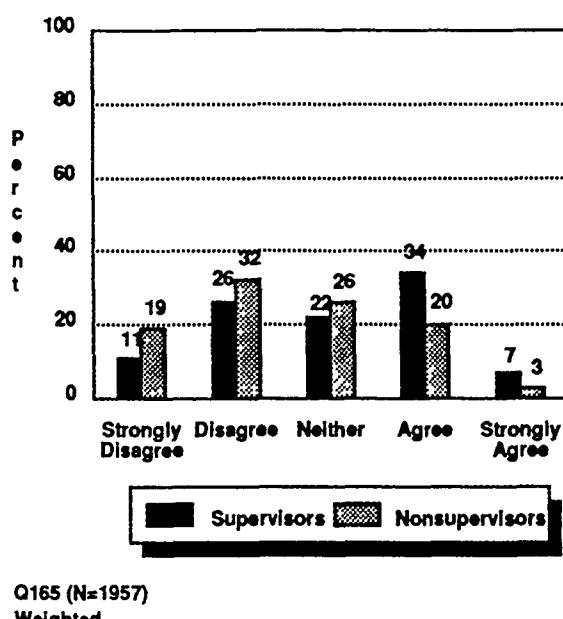
Although 28 percent of the respondents agreed that the best qualified people are promoted, 46 percent disagreed. There were some significant group differences on responses for this item. As shown in Figure 64, more supervisors (41 percent) than non-



**Figure 63. An employee's age will not affect his or her chances for promotion in this organization.**

supervisors (23 percent) agreed that the best qualified people are promoted. When examining by pay plan, more GMs (44 percent) agreed than GSs (28 percent) or wage grade workers (24 percent). Similarly, craftsmen and mechanics had the lowest rate of agreement with this item of the DONOL codes.

A final item in the area of promotions asked whether the requirement to increase the number of minorities, handicapped, and women in the work place has had a good influence on morale in their organization. Respondents were split fairly evenly on this item; 21 percent agreed with this statement, 29 percent disagreed, and 51 percent neither agreed nor disagreed. By minority status, more blacks (30 percent) than whites (17 percent) felt these requirements improved morale. By DONOL code, more clericals than the other DONOL codes felt morale has improved.



Q165 (N=1957)  
Weighted

**Figure 64.** When promotions are made in this organization, the best qualified people are usually selected.

#### Equal Employment Opportunity Program (EEO)

- The vast majority of civilian employees reported knowing where to get information on how to file an EEO complaint.*
- Most respondents did not know if complaint processing took too long. However, more blacks, and management and administrative personnel thought it took too long.*
- Of those who had an opinion, most felt comfortable seeking help from their EEO counselor.*
- More than twice as many respondents, particularly those higher up in the organization (e.g., GMs, supervisors), thought they would get fair treatment if they filed an EEO*

*complaint than those who would not.*

- Sixty-four percent of the supervisors had received EEO training.*
- Most supervisors reported that their EEO training had affected the way they manage by making them more sensitive to EEO issues. However, most said that concern over a possible EEO complaint did not affect the way they utilized their staff.*

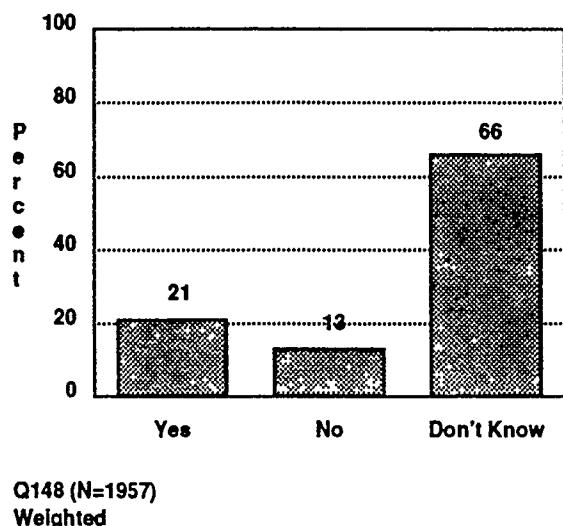
#### Filing an EEO Complaint

When asked if they knew where to get information on how to file an Equal Employment Opportunity (EEO) complaint, 84 percent of the respondents answered yes. Only 16 percent reported that they did not know.

Group differences on knowing how to file an EEO complaint formed an interesting pattern. Supervisors more often knew where to get such information (91 percent) than nonsupervisors (81 percent). By pay plan, 96 percent of GM employees, 86 percent of GS employees, and 77 percent of wage grade employees knew how to find such information. Similarly, more management and administrative personnel (91 percent) said they knew where to get information than did craftsmen and mechanics (76 percent); the other DONOL codes were in the middle. Finally, among retirement plans, 87 percent of CSRS employees knew where to get EEO information while only 78 percent of FERS employees knew. These findings indicate that people high in the organization know more about filing an EEO complaint.

Respondents were also asked whether they felt the EEO complaint process took too long. As shown in Figure 65, 21 percent felt it did, 13 percent felt it did not, and the 66 percent did not know. Of those who felt the complaint process took too

long, most would be willing to cut steps in the process to speed it up.



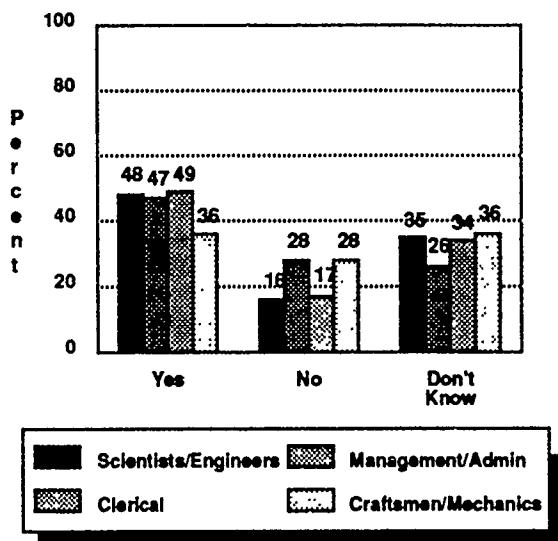
**Figure 65. Do you feel that the EEO complaint process takes too long?**

With regard to the speed of the EEO process, significant differences were found among minorities and by DONOL codes. More blacks (34 percent) than whites (18 percent) felt that the complaint process took too long. Also, 33 percent of management and administrative personnel felt the process took too long compared to 13 percent for scientists and engineers, and 18 percent for both clericals and craftsmen and mechanics.

When asked whether they would feel comfortable seeking help from their EEO counselor, nearly twice as many respondents would feel comfortable (45 percent) as would not (23 percent); 32 percent did not know. When respondents were asked why they would not be comfortable seeking help, they most often reported that they felt it would be held against them later or that consulting an EEO counselor would not make a difference.

Group differences on dealing with an EEO counselor begin with 50 percent of the females who felt comfortable compared to 43 percent of the males. Fifty-five percent of the supervisors felt

comfortable seeking help, while only 41 percent of nonsupervisors did. By pay plan, more GMs (64 percent) than GSs (47 percent) and more GS than wage grade employees (40 percent) were comfortable seeking help from their EEO counselor. As shown in Figure 66, fewer craftsmen and mechanics (36 percent) felt comfortable seeking help from an EEO counselor than the other DONOL codes.

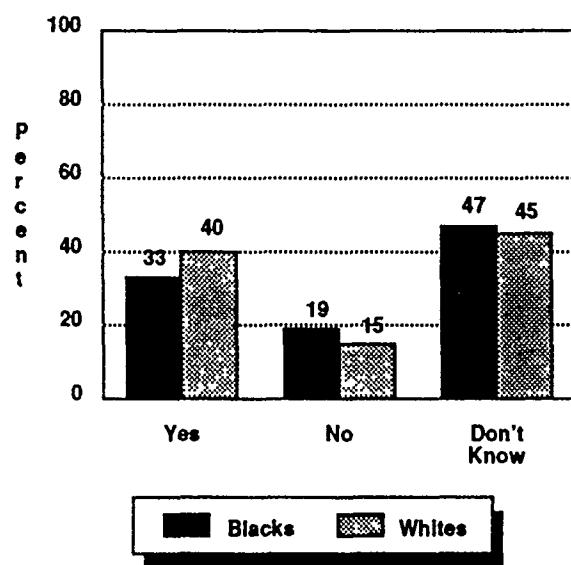


**Figure 66. Would you feel comfortable seeking help from your organization's EEO counselor?**

A particularly important item asked respondents if they thought they would get fair treatment if they filed an EEO complaint. More respondents felt they would get fair treatment (38 percent) than would not (16 percent); 47 percent did not know. Of those who felt they would not get fair treatment, the main reason given was that the command would be biased.

As shown in Figure 67, more whites (40 percent) than blacks (33 percent) believed they would get fair treatment if they filed an EEO complaint; however, this difference is not large. More supervisors (47 percent) felt they would receive fair treatment than did nonsupervisors (34 percent). By pay

plan, GM employees most often thought they would get fair treatment (51 percent), followed by GS employees (40 percent), and then wage grade employees (30 percent). Also, 28 percent of craftsmen and mechanics believed they would get fair treatment compared to 42 percent for scientists and engineers, 43 percent for management and administrative personnel, and 37 percent for clerical. Again, people high in the organization seem to have more faith in the fairness of the EEO process.



Q152 (N=1723)  
Weighted

**Figure 67. If you filed an EEO complaint, do you think you would get fair treatment?**

### Supervisors and EEO

Sixty-four percent of the supervisors who responded to this survey reported that they had received EEO training. Of these, 61 percent said it had affected the way they managed. Usually, they attributed this effect to the fact that they were more sensitive to EEO issues in general.

The percentage of supervisors within each demographic group who had received EEO training differed. By pay plan, GM supervisors had re-

ceived training more often (90 percent) than both GS (60 percent) and wage grade supervisors (54 percent). Similarly, more management and administrative personnel (82 percent), and scientists and engineers (69 percent) had been trained than clericals (42 percent) and craftsmen and mechanics (47 percent). Finally, more CSRS supervisors had received EEO training (70 percent) than FERS supervisors (43 percent).

Most supervisors (72 percent) reported that concern over a possible EEO complaint did not affect the way they utilized their staff. Twenty-two percent of the supervisors had been threatened with an EEO complaint.

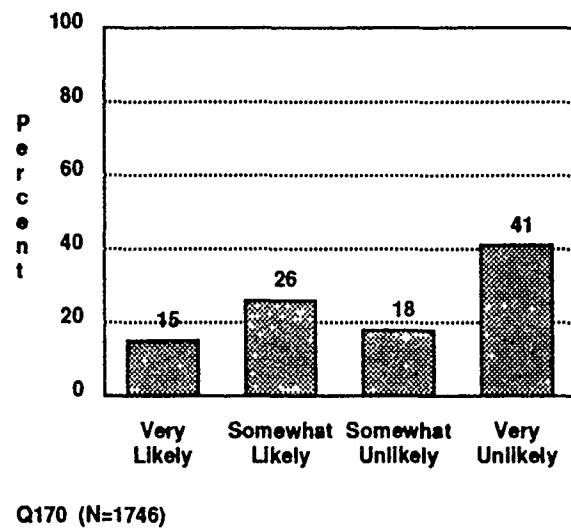
### Overseas Employment

- *Ninety-five percent of those who had worked overseas thought it was a good experience.*
- *Forty-one percent of those who had not worked overseas reported being likely to accept such a position.*
- *More males than females reported being likely to consider working overseas. Clericals were least likely to work overseas.*

Only 11 percent of the respondents had worked overseas. Of these, 95 percent said it was a good experience. When asked why it was a good experience, respondents most often reported that they enjoyed the travel/adventure, they would like to live in another culture/lifestyle, or that it would enhance their career.

Personnel who had not worked overseas were asked how likely they would be to consider accepting a Navy job overseas. As shown in Figure 68, more respondents would be unlikely (59 percent) than likely (41 percent) to accept such a position. Respondents who were likely to consider going overseas and those who had worked overseas did

so for the same top three reasons: They enjoy travel/adventure, they like the chance to live in another culture/lifestyle; and it enhanced their career. The respondents who were unlikely to consider accepting a Navy job overseas cited a lack of interest as the main reason. Other frequently cited reasons include spouse's career, family obligations, spouse's lack of interest, and children's education/lifestyle needs.

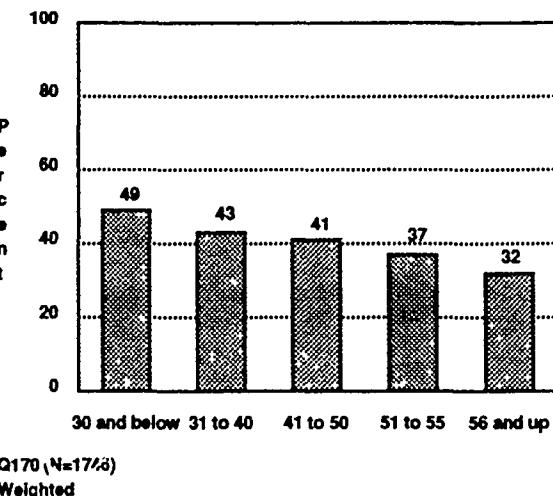


**Figure 68. How likely would you be to consider accepting a Navy job overseas?**

Males and females who have not worked overseas estimated their likelihood of considering going overseas in a Navy job. Males and females were different in their likelihood of accepting such a position. Forty-five percent of the males described themselves as likely to go overseas compared to only 33 percent of the females.

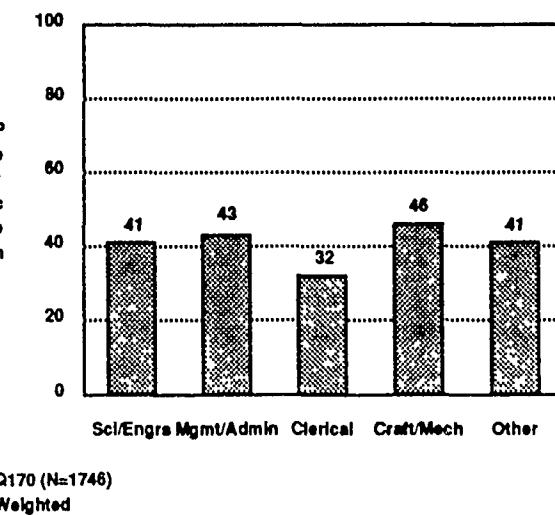
Response differences were also found on this item as a function of age. Of those respondents who had not worked overseas with the Navy, the likelihood of accepting such a position decreased with age (Figure 69).

There was a difference in likelihood to go overseas as a function of DONOL code. Individuals from the different occupational groups who had not



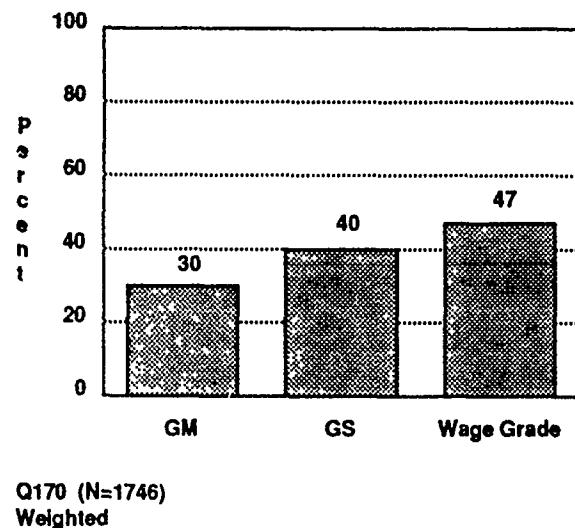
**Figure 69. How likely would you be to consider accepting a Navy job overseas by age?**

worked overseas were asked how likely they would be to consider working overseas for the Navy. Figure 70 illustrates that clericals were the least likely (32 percent) to accept an overseas position while craftsmen and mechanics were the most likely (46 percent).



**Figure 70. How likely would you be to consider accepting a Navy job overseas by DONOL code?**

Response differences were also found on this item as a function of pay plan. Of those who had not worked with the Navy overseas, more WG personnel indicated they were likely to accept such a position than did GS or GM personnel. Figure 71 shows that 47 percent of the WG employees described themselves as likely to go overseas as compared to 40 percent of GS employees and 30 percent of GM employees.



**Figure 71. How likely would you be to consider accepting a Navy job overseas by pay plan?**

## Retirement

- *More than 50 percent of the respondents felt they received a good return on the Thrift Savings Plan and 75 percent were satisfied with the plan overall.*
- *The majority of the employees reported that they were informed about the benefits of their retirement plan. Reasons given for not being informed were that there was not enough information or that the information was too confusing.*
- *Most employees were interested in retirement counseling/education,*

*particularly in counseling on annuity plans, post-retirement insurance, and Social Security Benefits.*

- *Over half of the respondents felt that pre-retirement counseling should begin early in one's career.*
- *Sixty-nine percent of the employees reported that they plan to retire at minimum eligibility and 56 percent are likely to accept early-out retirement.*
- *Most respondents plan to work at least part-time after retirement.*

The *Federal Employees' Almanac* (Mace & Young, 1990) states that federal workers accumulate, on average, an additional 25 cents in retirement benefits for every dollar of earned salary. Their benefits often total 10 to 20 times the amount of contributions withheld during their careers. Despite the value of retirement rights in the compensation package, "Federal retirement remains one of the least understood parts of compensation, and is a cause of considerable anxiety among workers" (p. 103).

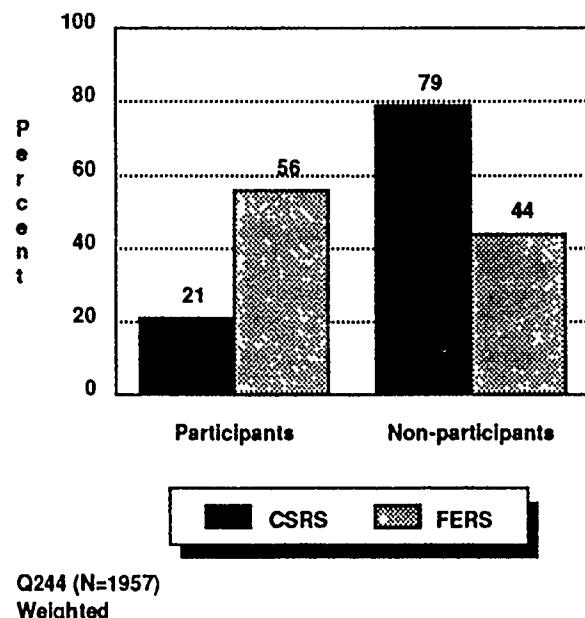
Several questions addressed retirement issues including the Thrift Savings Plan (TSP), availability of retirement information, and retirement plans.

### Thrift Savings Plan

The Thrift Savings Plan (TSP) is tax-deferred retirement savings plan comparable to 401(k) plans available to employees in the private sector. It is more advantageous for FERS participants than for those in CSRS. Results in this section, therefore, are discussed separately for these two groups. Comparisons by other demographic groups will not be made because group sizes would be too small for analyses.

Figure 72 shows the proportion of those who were and were not participating in the Thrift Sav-

ings Plan by retirement plan; 56 percent of the FERS respondents participate in the Thrift Savings Plan, compared to 21 percent of respondents in CSRS. When asked why they did not participate, most FERS respondents said it was because they did not have money for savings or investments (37 percent) or enough information to make a decision (19 percent). Most CSRS respondents said it was because their money was in other savings or investment programs (27 percent) or they do not have money for savings or investments (22 percent) (Figure 73).



**Figure 72. Are you participating in the Thrift Savings Plan?**

TSP participants reported relatively high levels of knowledge regarding their benefits. Of the CSRS participants, 96 percent felt that they were informed. Of the FERS participants, 93 percent reported being informed.

About 77 percent of respondents felt it was easy to get information on TSP.

When participants were asked how they would evaluate their return on TSP, 70 percent of FERS and 61 percent of CSRS respondents said that it was good.

One final question asked respondents how satisfied they were with the Thrift Savings Plan overall. About 75 percent of all respondents reported some level of satisfaction (Figure 74).

### Retirement Information

Most respondents (83 percent) felt they were informed regarding the benefits of their retirement plan. If they felt they were not informed, they most often reported that there was not enough information available (47 percent) or that the information available was too confusing (34 percent).

Regarding retirement counseling/education, 89 percent were interested. Only 11 percent expressed no interest at all. When respondents were interested in education, most frequent the areas of concern were the annuity plan, post-retirement insurance, and Social Security benefits. Only 20 percent of the respondents had taken pre-retirement classes. Those who had not taken classes most frequently cited as the reasons that they didn't know about them or the class conflicted with work requirements. Many respondents (68 percent) thought that pre-retirement financial counseling should be given early in one's civil service career.

### Retirement Plans

An early question in the survey asked respondents whether they planned to change their job or retire within the next five years. About 14 percent of all respondents reported that they were planning to retire. Nearly 13 percent of these expressed an interest in retiring within the next year and 74 percent within the next five years. Because retirement issues are seldom addressed by individuals who are in the early stages of their careers, only individuals who expressed a desire to retire within the next five years were given the opportunity to answer the set of questions on retirement. For this reason, the

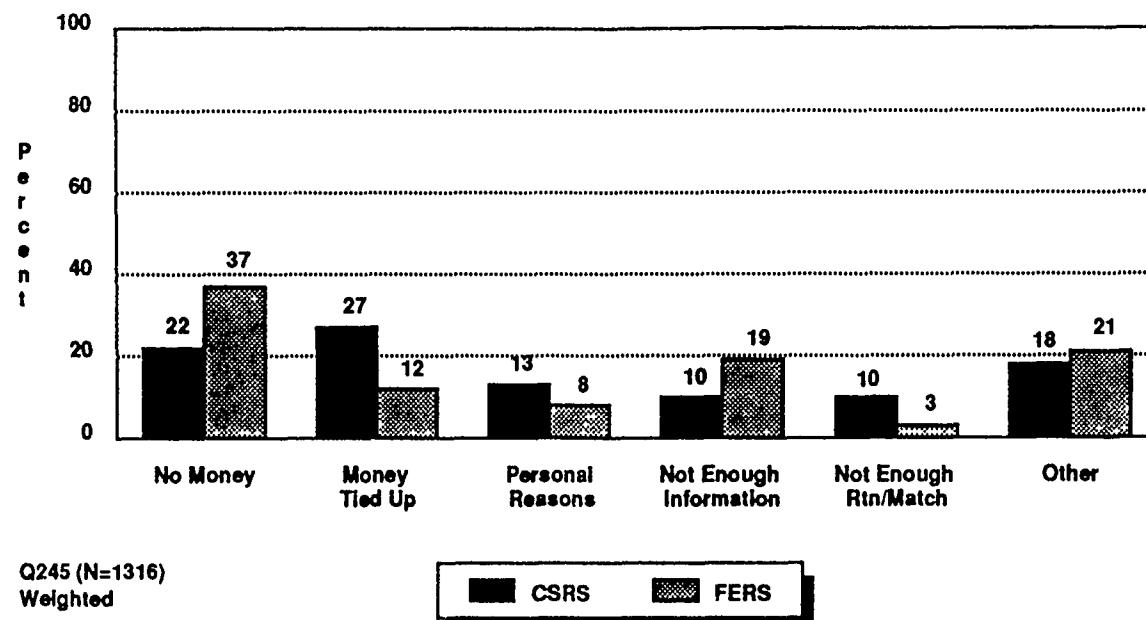


Figure 73. What is the major reason you do not participate in the Thrift Savings Plan?

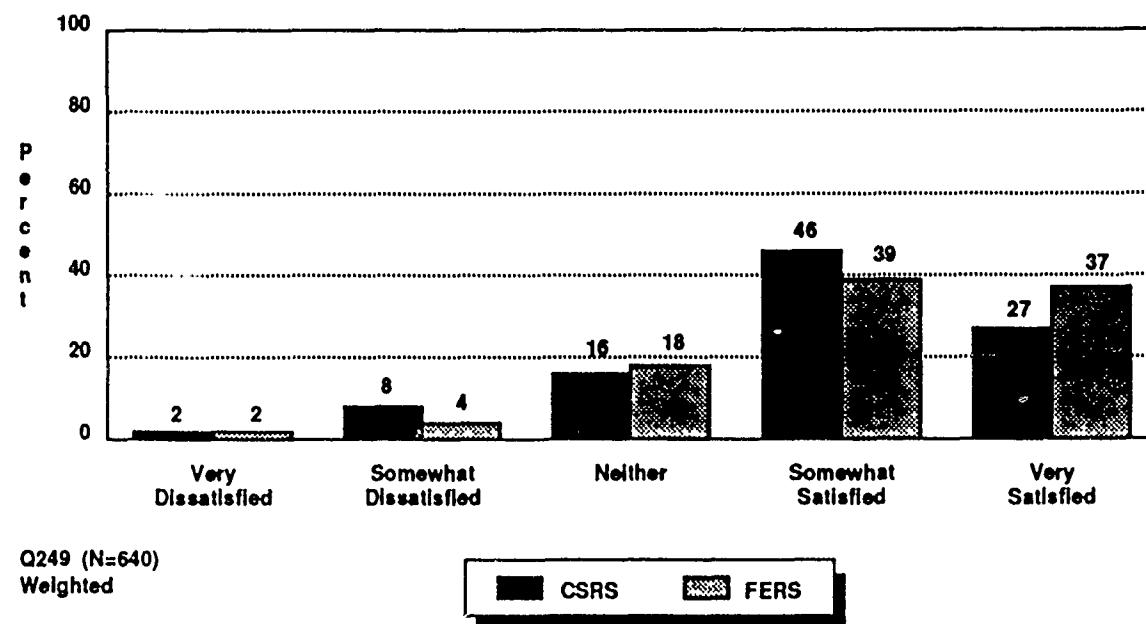


Figure 74. How satisfied are you with the Thrift Savings Plan overall?

group sizes became too small for analysis by demographic group.

Those who expressed a desire to retire were asked to indicate how likely they would be to accept early-out retirement if it were offered. Over half (56 percent) of the respondents were likely; only 19 percent were unlikely; and 15 percent didn't know. When asked how likely they were to retire at minimum eligibility, 69 percent said that they were likely and another 10 percent said they were unlikely. Fourteen percent were already eligible but had not yet chosen to retire (Figure 75).

Because this group of responses represented only those individuals who had expressed a desire to retire within 5 years, more analysis was required to obtain a more accurate estimate of the likelihood of retirement. Responses for the earlier question, "Do you plan to seek a job change or retire within the next five years" were reanalyzed using only those eligible to retire in that time period. Results are shown in Figure 76. Sixty-nine percent of those eligible to retire reported they would within five years. Of these individuals, 15 percent expressed a desire to retire within the next year, and 76 percent said they would retire within five years, and 9 percent were not sure.

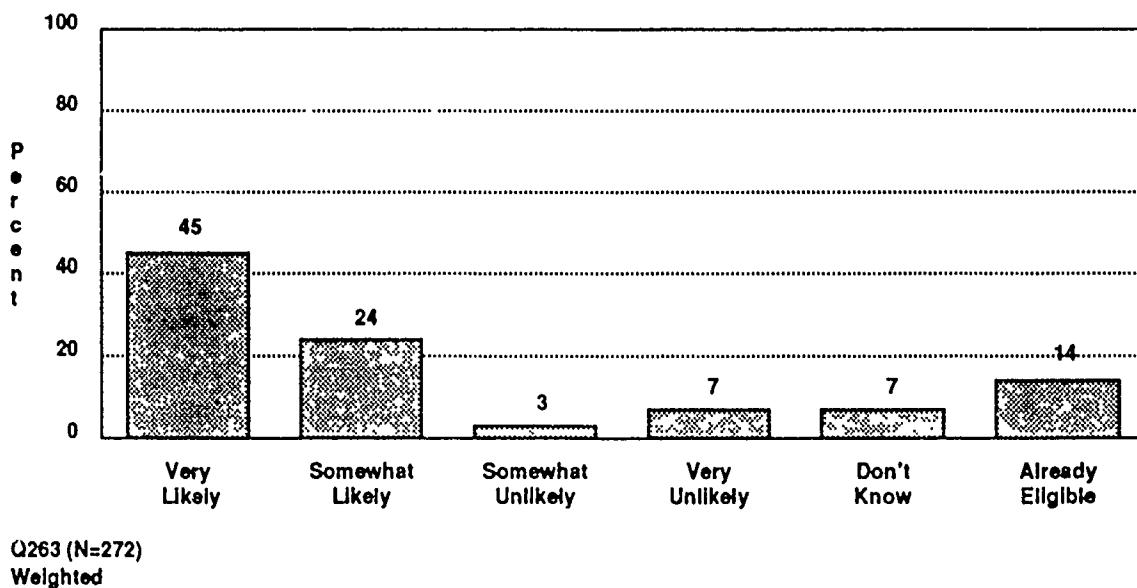
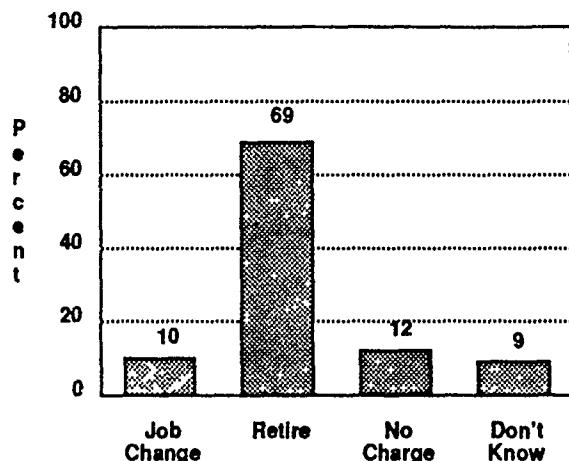


Figure 75. How likely are you to retire when you meet the minimum eligibility requirements?



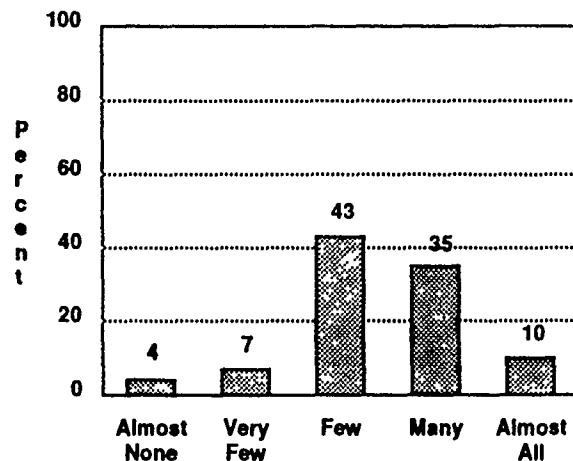
Q33 (N=325)  
Weighted

Figure 76. Do you plan to change your job or retire within the next five years?

Respondents were also asked how well the retirement plan would meet their needs at retirement. Figure 77 shows that 43 percent reported that few of their needs would be satisfied by the retirement plan. However, another 45 percent said that many to almost all of their needs would be met. When asked if they planned to work after retirement, 48 percent said that they would work part-time and another 15 percent said that they would work full-time.

### FINDINGS: PLANNED AND PROPOSED PROGRAMS AND POLICIES

- *Twenty-two percent of all respondents would job share. Job sharing was more heavily favored by women and employees in clerical positions.*
- *Thirty percent of supervisors favored job sharing for their staff, primarily because they could employ qualified people not otherwise available.*
- *Eighty percent of respondents were familiar with the leave-transfer program. Those higher up in the organization were more often aware of the program.*
- *One in 10 respondents have donated leave. Most of those who have not yet donated leave would consider doing so.*
- *Health and wellness programs were strongly endorsed by the civilian workforce, particularly by blacks and younger employees.*
- *About one-third of the respondents thought the Navy should provide child care for civilians at their workplace. More women and blacks favored such a policy.*
- *Fewer than 4 in 10 indicated that their child care needs sometimes affected their performance. If it did, absenteeism was the most common result.*



Q253 (N=225)  
Weighted

Figure 77. How well do you think your retirement plan will meet your needs at retirement?

57

- *Seven percent of the respondents reported having some responsibility for elderly/disabled dependents.*
- *Thirty percent of the respondents thought that the Navy should offer additional health insurance for the needs of elderly dependents.*
- *More than half of the respondents favored a mandatory drug testing policy and would not object to providing a urine sample for drug testing.*
- *Most people felt that they could get help from their organization regarding alcohol or drug problems.*
- *Civilian employees seemed fairly knowledgeable about AIDS; however, they still want more information from their organization.*

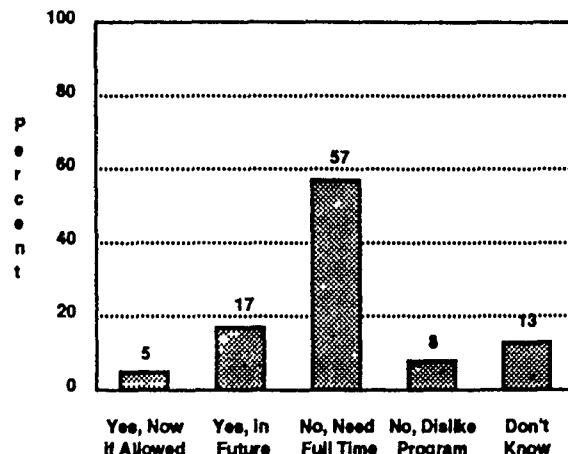
## Job Sharing

### Interest in Job Sharing

Job sharing is a program in which two or more individuals work part-time, sharing the responsibilities of a full-time position. As shown in Figure 78, 22 percent of the respondents said they would participate in such a program, preferably sometime in the future. Sixty-five percent of the sample would not participate in a job sharing program, mainly because their situation requires them to work full-time.

More females (35 percent) than males (16 percent) indicated they would participate in a job sharing program either now or in the future.

When broken down into major DONOL codes, differences were found in attitudes toward job sharing. Thirty-four percent of clericals, 14 percent of the craftsmen and mechanics, 25 percent of scientists and engineers, and 24 percent of management and administrative personnel would consider a job



Q208 (N=1957)  
Weighted

**Figure 78. Do you think you would take advantage of such a program as job sharing?**

sharing program. By pay plan, there were also differences in job sharing attitudes. More GS personnel would share a job (28 percent) than either GM (16 percent) or WG (15 percent) personnel.

### Supervisory Attitudes Toward Job Sharing

Supervisors were asked whether or not they favored job sharing for their staff. Of the 30 percent who favored job sharing, major advantages reported were that they could employ qualified people otherwise not available and that it would make for happier workers. Forty percent of the supervisors did not favor job sharing, mainly because it is not appropriate for their type of work and would result in work inconsistencies.

Although the sample size is too small to draw strong conclusions, there were several group differences of note. More female (44 percent) than male supervisors (26 percent) favored job sharing for their own staff. Also, about a third of GS and GM supervisors favor job sharing, as compared to only 20 percent of WG supervisors.

## Leave Transfer

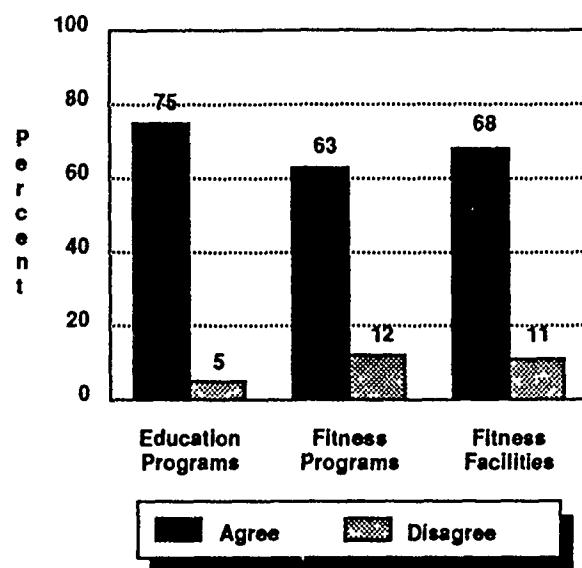
Leave transfer is a new program which allows employees to donate annual leave to another employee's leave account to assist with medical emergencies. Most of the respondents (80 percent) were at least somewhat familiar with the leave-transfer program. Of those who were aware of the program, 11 percent have donated annual leave to an employee with a medical emergency. Of the 89 percent who have not donated leave, most indicated that they would consider donating leave sometime in the future, particularly if they had extra leave or if they knew the person in need.

Group differences in awareness of the leave-transfer program formed an interesting pattern. First, more supervisors were aware of the program than were nonsupervisors. More whites knew about it than blacks. Also, a greater number of scientists and engineers, and management and administrative personnel were aware of the program than clericals, and craftsmen and mechanics. Finally, more GM than GS personnel and more GS than WG personnel knew about leave-transfer. In addition, more GM employees have actually donated leave under the program than either GS or WG employees.

## Health/Wellness

Respondents were asked several questions about whether the Navy should provide various health programs and facilities for its employees. The percentages of individuals who agreed or disagreed with each of three statements are shown in Figure 79. The majority of respondents agreed that the Navy should provide such programs and facilities.

There were differences between blacks and whites on all three health/wellness questions. Consistently, about 12 percent more blacks than whites felt the Navy should provide these programs and facilities. Also, support for these programs and facilities decreased with age. Finally, craftsmen and mechanics, and WGs were the DONOL codes that



Q220 (N=1558), Q221 (N=1468)  
Q222 (N=1535) Weighted

**Figure 79. My organization should provide education programs, fitness programs, and fitness facilities.**

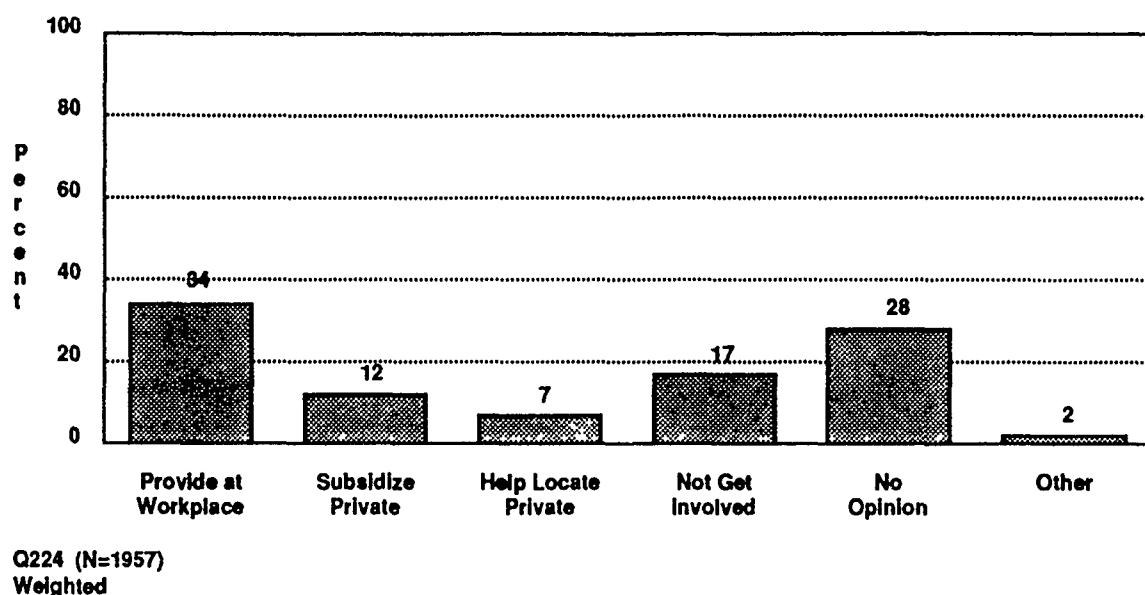
were least interested in the Navy providing these programs and facilities.

## Child Care

### What the Navy Should do Regarding Child Care

Figure 80 shows the responses of individuals to the question of what the Navy should do regarding child care for civilian employees. About a third of the sample felt the Navy should provide child care at the workplace. However, some respondents felt the Navy should not get involved (17 percent) or had no opinion (28 percent).

Males and females had significantly different ideas concerning the role of the Navy in providing child care. While 46 percent of the females felt the Navy should provide child care at work, only 29 percent of the males supported this idea. Males more often felt that the Navy should not get involved in child care issues. There were also differences between blacks and whites. Forty-three



**Figure 80. What if any child care services do you think the Navy should provide for civilian employees?**

percent of the blacks thought the Navy should provide child care at the workplace compared to 33 percent of the whites. Whites more often indicated that the Navy should not get involved in child care issues.

Whether an individual believes the Navy should get involved in providing child care, depends on the respondents' age. Younger people were more likely to believe the Navy should provide child care at the workplace. Forty-five percent of people 30 and under thought the Navy should provide care compared to about a quarter of people 51 and over. Older employees more often believed that the Navy should not be involved in child care issues. This finding is consistent with the fact that people under 40 reported a much higher need for child care than did those over 40.

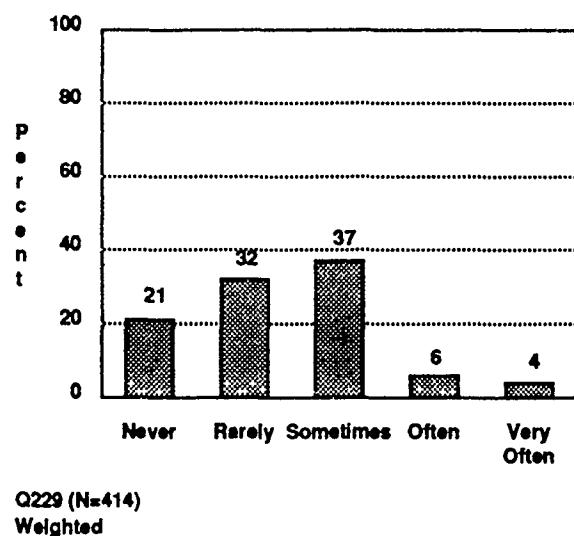
#### Child Care Needs and Arrangements

Twenty-one percent of the sample reported having a need for child care. Of those requiring child care, most individuals (44 percent) needed child care all day and some (27 percent) needed

child care both before and after school. When asked what form of child care they currently use, 37 percent of the respondents reported using a private facility, 21 percent depend on a relative for child care, and 9 percent have no current child care arrangement. If child care were available near the workplace, 37 percent would utilize it if the cost were nominal and an additional 17 percent would use it if the cost were comparable to that for a private facility. However, 27 percent would still prefer to make their own arrangements.

#### Child Care and Job Performance

The final questions in this section examined the effects of child care needs on job performance. As shown in Figure 81, most respondents indicated that their child care needs have rarely or never interfered with their performance. Thirty-seven percent said that child care needs sometimes affected their performance. The most common effect of child care needs on performance was reported to be in the area of absenteeism.



**Figure 81. Do you feel that child care needs interfere with your ability to perform your job?**

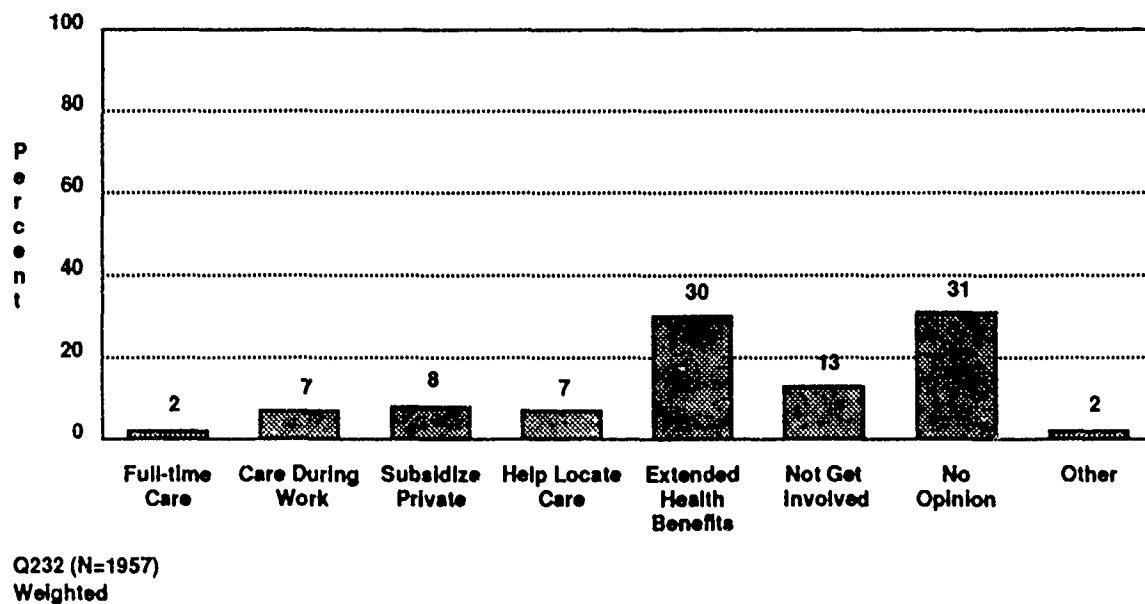
The idea that child care needs did not heavily affect job performance was further investigated. The extent to which individuals perceived child

care as interfering with their performance was correlated with recent performance ratings as reported by the respondents. No indication of any relationship was found. However, a slight correlation ( $r = .20$ ) was found between perceptions of child care interfering with performance and job satisfaction. That is, the more people perceived child care as interfering with their performance, the lower their overall job satisfaction was.

### Elderly Dependent Care

#### What the Navy Should do Regarding Elderly Care

Figure 82 shows the responses of individuals to the question of what the Navy should do regarding elderly dependent care for civilian families. Thirty percent of the sample thought the Navy should offer additional health insurance for the needs of elderly dependents. Some respondents felt the Navy should not get involved (13 percent) or had no opinion regarding elderly dependent care (31 percent).



**Figure 82. What if any elderly dependent care services do you think the Navy should provide?**

There were significant differences between blacks and whites concerning Navy involvement in the care of the elderly. Fifteen percent of the whites and only 4 percent of the blacks thought the Navy should not be involved in elderly dependent care. More blacks thought that the Navy should provide full-time care or care during working hours. There were also differences in attitudes across pay plans. Twenty percent of GM employees believed the Navy should not be involved in elderly dependent care compared to only 13 percent of GS and 10 percent of WG employees.

### Elderly Care Needs

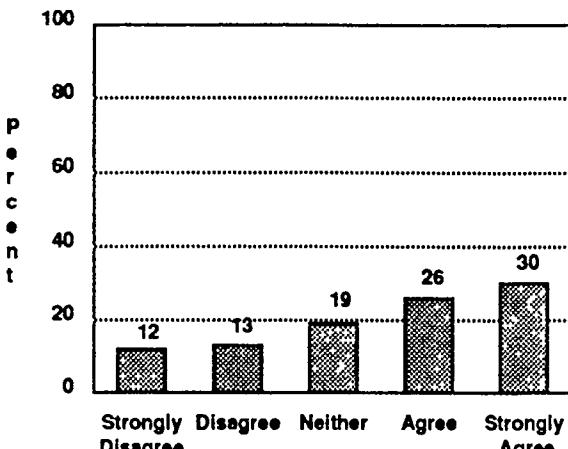
Only 7 percent of the respondents reported having some responsibility for an elderly/disabled dependent. Of these individuals, 33 percent indicated a need for all-day care and 16 percent indicated a need for assistance with household chores. As might be expected other employees were more likely to report having some responsibility for an elderly/disabled dependent. For example, only 2 percent of individuals under 30 had an elderly dependent compared to 11 percent of individuals 56 and older.

### Drug Testing

#### Favoring Mandatory Drug Testing

Respondents were asked five questions concerning their attitudes toward the drug testing program. First they were asked to what extent they favored a mandatory drug testing policy (Figure 83). Although there were a number of responses in each category, the majority of people favored a mandatory drug testing policy.

There were significant differences on this item across DONOL codes. More clericals favored mandatory drug testing (64 percent) than craftsmen and mechanics (53 percent), management and administrative personnel (54 percent), or scientists and engineers (45 percent).



Q180 (N=1957)  
Weighted

**Figure 83. I favor a mandatory drug testing policy.**

### Providing a Urine Sample

The next item in the drug testing section asked respondents whether they would object to providing a urine sample. As shown in Figure 84, the majority of the sample (57 percent) would not object to such a procedure. However, 20 percent of the sample would object to providing a urine sample.

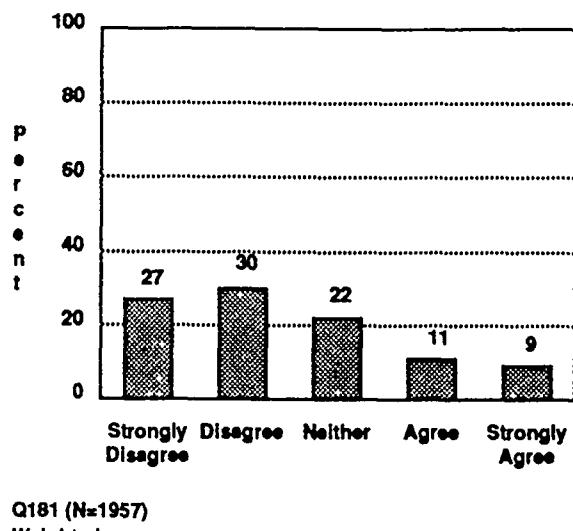
### Using Drug Testing as an Excuse for Firing

Respondents were asked if they fear that drug testing in their organization would be used as an excuse to fire employees for reasons unrelated to drug use. Figure 85 illustrates that most people did not fear that this would occur (53 percent), while 18 percent did fear that drug testing would be used improperly.

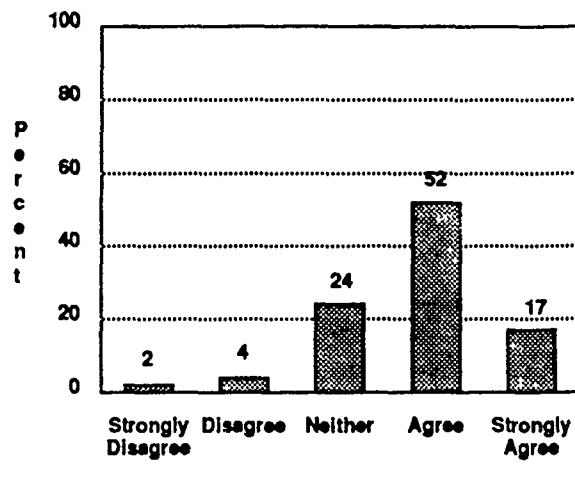
Differences on this item were found across pay plan and DONOL code. More wage grade personnel (25 percent) feared that drug testing would be used improperly than GS (15 percent) or GM employees (11 percent). Similarly, about 10 percent more craftsmen and mechanics were concerned with the improper use of drug tests than were the other three DONOL codes.

## Getting Help with Substance Abuse

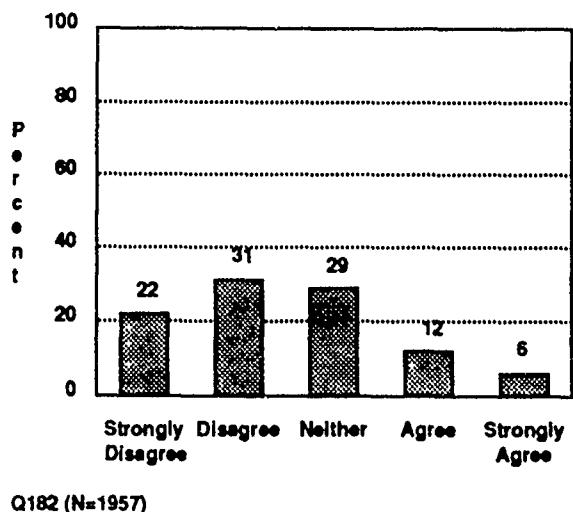
The next item in the drug testing section asked respondents whether an employee with an alcohol or drug problem could get help in their organization. Figure 86 demonstrates that most people feel these employees can get help from the organization.



**Figure 84.** I would object to providing a urine sample under the new drug testing program.



**Figure 86.** If an employee has a problem with alcohol or drugs, he or she can get help in this organization.



**Figure 85.** I fear that drug testing in my organization would be used as an excuse to fire employees for reasons unrelated to drug use.

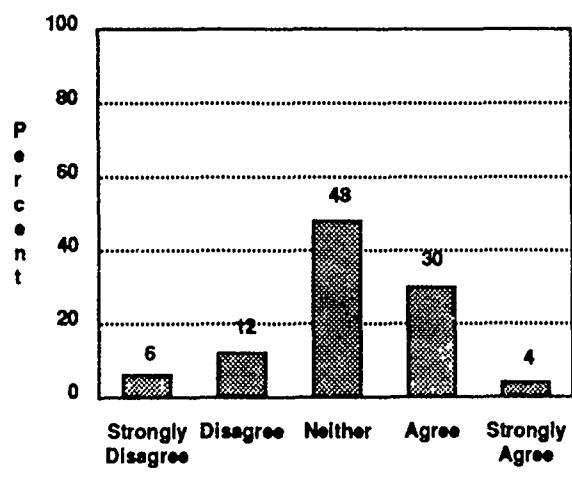
## Believing Drug Tests are Accurate

Respondents were asked whether they believed the results of drug tests generally used by employers were accurate. As shown in Figure 87, more people felt the tests were accurate (34 percent) than not accurate (18 percent). However, 48 percent of the respondents neither agreed nor disagreed with this item.

## AIDS in the Workplace

### Allowing AIDS Patients to Work

Respondents were asked four questions concerning their attitudes toward AIDS in the workplace. First, they were asked whether they believe



Q184 (N=1957)  
Weighted

**Figure 87. I think that the results of drug tests generally used by employers are accurate.**

persons with AIDS should be allowed to work as long as they were able to do so. Figure 88 illustrates that the majority of individuals (52 percent) believed that AIDS patients should be allowed to work.

#### Transmitting AIDS in the Workplace

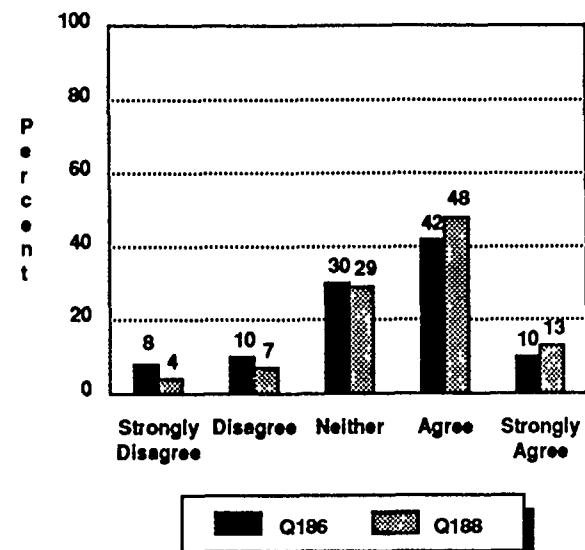
The next item in the AIDS section asked if respondents thought AIDS was transmitted through normal workplace contact. As illustrated in Figure 88, 61 percent believed that AIDS is not transmitted through everyday contact. Again, most of these individuals did not strongly agree with this statement.

#### Providing Information about AIDS

Respondents were asked whether their organization should provide more information about AIDS to reduce anxiety about the disease. As shown in Figure 89, most respondents supported this idea (65 percent).

#### Being Informed about AIDS

The final item concerning on AIDS in the workplace asked if individuals felt they were well



Q186: AIDS patients should be able to work.  
Q188: AIDS is not transmitted through normal contact.

Q186, Q188 (N=1957)  
Weighted

**Figure 88. Allowing AIDS patients to work and transmitting AIDS in the workplace.**

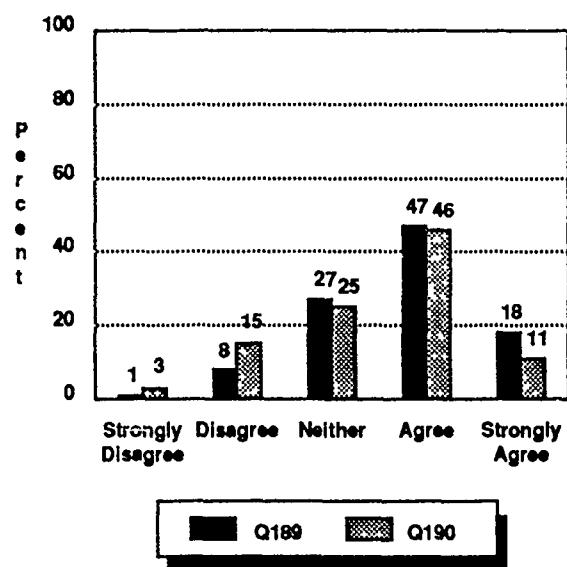
informed about the disease. Figure 89 shows that 57 percent of the sample felt that they were well informed.

#### Group Differences in AIDS Attitudes

Eighty-two percent of the blacks believed the organization should provide more AIDS information as compared to 59 percent of the whites.

An interesting pattern was found between males and females in this sample on attitudes toward AIDS patients. Females were generally more positive than males. Specifically, about 10 percent more females believed that AIDS patients should be able to work and that AIDS is not transmitted through normal workplace contact.

Consistent patterns in attitudes were also found across pay plans. GM employees were generally more positive toward AIDS patients than were GS



Q189: My organization should provide more AIDS information.  
 Q190. I am well informed about the disease AIDS.

Q189, Q190 (N=1957)  
 Weighted

**Figure 89. Providing information about AIDS and being informed about AIDS.**

employees who were more positive than WG employees. WG employees were less tolerant of allowing AIDS patients to work, less often felt that AIDS was not transmitted through normal workplace contact, and less informed about the disease overall. However, these same employees were more interested in their organization providing information about AIDS. Similarly, fewer WG employees felt they were informed about AIDS (47 percent) than did GM (64 percent) and GS (61 percent) employees.

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**APPENDIX A**  
**NAVY CIVILIAN PERSONNEL SURVEY**

Report Control Symbol No. 1227-2  
17 Nov 89

NAVY CIVILIAN PERSONNEL SURVEY

1989

DEPARTMENT OF THE NAVY

Office of Civilian Personnel Management (OCPM)  
Washington, DC

Letter of Introduction from Roberta Peters: Welcome to the Navy Civilian Personnel Survey!

The survey is designed to learn about the attitudes and opinions Navy employees have about the personnel policies and programs that affect them. Your response will help us to evaluate these policies and procedures, change them where needed, and develop new ones.

To do this well, we need your help. You have been selected at random to participate in the survey and none of the information you provide will be attributed to you. Although your participation is voluntary, your responses are important because they are part of the overall sample which will represent the views of all Department of Navy civilian employees. Thank you for your assistance.

Roberta K. Peters  
DIRECTOR

Instructions: It will probably take you about 30 minutes to complete the survey.

You may answer the questions by using the number keys at the top of the keyboard or the alphabet keys, depending upon the response required. You do not need to press the "Enter" key except when the directions at the bottom of the screen tell you to do so.

If you want to review a question or change an answer within a section, you may do so by pressing the "x" key. Use of the "x" will allow you to back-up one question at a time.

Test for Color Monitor:

(5) Is this computer "color" or "black-and-white?"

- [1] Color
- [2] "Black-and-white"

*(Numbers in parentheses are the numbers as seen on the computerized version of the survey.)*

**Practice Questions:**

(6) Would you like to try some practice questions before beginning the survey?

- [1] No
- [2] Yes >>>

(7) Sample Question 1: How far do you travel to work?

- [1] Under five miles
- [2] Between five and ten miles
- [3] Between ten and twenty miles
- [4] Over twenty miles

To answer, press a number from 1 to 4 at the top of the keyboard. You will hear a "beep" when your answer can't be accepted.

(9) Sample Question 2: Sometimes the answers will be letters rather than numbers, like this:

What is your approximate age?

- [a] Below 20
- [b] Between 20 and 25
- [c] Between 25 and 30
- [d] Between 30 and 35
- [f] Between 35 and 40
- [g] Between 40 and 50
- [h] Over 50
- [h] None of your business

To answer, just press a letter from a to h on your computer keyboard.

It's just that easy.....

(10) (Table of Contents) Before we begin.... we want to tell you something about the survey. The survey will be divided into 11 major sections. Some of the topic areas addressed include:

- \* How you came to work for the Federal Government and the Navy;
- \* How happy you are with different aspects of your job, including your pay and benefits
- \* How the Federal Government compares to business/industry as an employer
- \* Your opinions on the performance evaluation system
- \* Your experience with training
- \* Your satisfaction with such programs and policies as Overseas Employment, Leave Sharing, and Child Care.

.....Now, let's get started!!

(Background Information) The first section will ask you a few questions about yourself.

(12) 1. DO YOU SUPERVISE OR MANAGE PEOPLE?

- [1] Yes
- [2] No

(13) 2. IN WHAT PAY PLAN ARE YOU?

- [1] GS or similar
- [2] GM or similar
- [3] Wage Grade (Federal Wage System) or similar
- [4] Demo
- [5] SES
- [6] Other

(14) 3. HOW LONG HAVE YOU WORKED FOR THE FEDERAL GOVERNMENT AS A CIVILIAN?

- [1] 20 years or more
- [2] 10 to 19 years
- [3] 4 to 9 years
- [4] 3 years or less >>>

(15) (Recruiting for Federal Government Jobs) This section will ask you some questions about HOW YOU CAME TO WORK FOR THE FEDERAL GOVERNMENT as a civilian.

(16) WERE YOU EMPLOYED AT THE TIME YOU CAME TO WORK AS A CIVILIAN FOR THE FEDERAL GOVERNMENT?

[1] No >>>

(18) *What were you doing just before you came to work for the Federal Government?*

- [1] I was between jobs
- [2] I was in-school as a student
- [3] I was a full-time homemaker
- [4] I was retired
- [5] Other

[2] Yes >>>

(17) *Where were you employed?*

- [1] Self-employed
- [2] Business or industry
- [3] Other government, not Federal (for example, city, state)
- [4] Public Institution (for example, school, hospital, etc.)
- [5] Military
- [6] Other

(19) WERE YOU ACTIVELY RECRUITED TO WORK FOR THE FEDERAL GOVERNMENT?

[1] No  
[2] Yes >>>

(20) *How were you recruited?*

[1] An individual recruited me >>>

(21) *Who recruited you?*

- [1] Recruitment officer
- [2] Teacher/Professor
- [3] Co-worker
- [4] Supervisor
- [5] Other

[2] I was recruited through a special program >>>

(22) *Through what program were you recruited?*

- [1] Recruitment officer/team--on-campus
- [2] Recruitment officer/team--off-campus
- [3] Job fair
- [4] Co-op program
- [5] Internship/contract program
- [6] Summer employment program
- [7] Fellowship program
- [8] Other

[3] Other

(23) HOW DID YOU FIND OUT ABOUT YOUR FIRST CIVILIAN JOB WITH THE FEDERAL GOVERNMENT? (Choose one)

- [a] Newspaper/magazine
- [b] Radio/TV
- [c] Job placement office
- [d] Job information center
- [e] At my union hall/community organization
- [f] Recruitment officer/team
- [g] Job fair
- [h] Teacher/professor
- [i] Friend/family member
- [j] Boss/co-worker
- [k] Through a special work program >>>

(24) *With which special work program were you associated?*

- [1] An internship/contract program
- [2] Federal Junior Fellowship Program
- [3] Summer employment program
- [4] A co-op program
- [5] President's Youth Opportunity Stay-In School Program
- [6] Other

- [l] Through previous military experience
- [m] Through previous government contract work
- [n] Other

(25) 4. WHY DID YOU DECIDE TO WORK FOR THE FEDERAL GOVERNMENT? (Choose one)

- [1] It was a family tradition
- [2] It was the only market for my skills
- [3] It was the only job offer I received at the time
- [4] I wanted to serve my government
- [5] It provided an opportunity for work I want to do
- [6] It had a reputation of job stability
- [7] I liked the pay and benefit package
- [8] I liked the opportunity for geographical relocation
- [9] Other

(26) 5. AS AN EMPLOYER, HOW DO YOU THINK THE FEDERAL GOVERNMENT COMPARES WITH BUSINESS/INDUSTRY?

- [1] The Federal government is much better than business/industry
- [2] The Federal government is somewhat better than business/industry
- [3] There is no difference
- [4] The Federal government is somewhat worse than business/industry
- [5] The Federal government is much worse than business/industry
- [6] Cannot compare/don't know

(Recruiting for Dept of Navy Jobs) The next section will ask you some questions about how you see the NAVY AS AN EMPLOYER.

(28) 6. WHICH OF THE FOLLOWING DESCRIBES THE REASON(S) YOU CHOSE YOUR CURRENT JOB WITH THE NAVY? (Choose up to 3)

- [a] Geographic location of employment
- [b] Close to public transportation
- [c] Close to other industry/government/universities
- [d] It was a promotion
- [e] Advancement opportunities
- [f] Facilities/equipment
- [g] Job security
- [h] Type of work (for example, challenging work)
- [i] Lack of other job offers
- [j] Reputation of organization/co-workers
- [k] Training/educational opportunities
- [l] Opportunity to contribute to national defense
- [m] Reduction-in-Force/layoff at other job
- [n] Was transferred from former job
- [o] Other
- [p] No more reasons

(32) 7. AS AN EMPLOYER, HOW DO YOU THINK THE NAVY COMPARES WITH OTHER FEDERAL GOVERNMENTAL AGENCIES?

- [1] The Navy is much better than other government agencies
- [2] The Navy is somewhat better than other government agencies
- [3] There is no difference
- [4] The Navy is somewhat worse than other government agencies
- [5] The Navy is much worse than other government agencies
- [6] Cannot compare/don't know

(33) 8. DO YOU PLAN TO CHANGE YOUR JOB OR RETIRE WITHIN THE NEXT FIVE YEARS?

- [1] No, I don't plan to seek a change
- [2] I don't know
- [3] Yes, I plan to retire >>> (also use to branch to retirement questions)

(34) HOW SOON DO YOU PLAN TO RETIRE?

- [1] Within the next year
- [2] Within the next five years
- [3] I'm not sure

[4] Yes, I plan a job change >>>

(35) HOW SOON DO YOU PLAN TO MAKE A JOB CHANGE?

- [1] Within the next year
- [2] Within the next five years
- [3] I'm not sure

(36) WHAT TYPE OF CHANGE DO YOU MOST WANT TO MAKE?

- [1] A change in location >>>
- [2] A change in position in the same series >>>
- [3] A change in position to a different series >>>

(37) *Do you want to stay with the Navy on your next job change?*

- [1] Yes
- [2] I haven't thought about it
- [3] No
- [4] Don't care

[4] A change in government agency

[5] A change to a non-government job

[6] Other

(38) WHAT IS THE MAJOR REASON YOU WISH TO MAKE A JOB CHANGE?

*(Choose one)*

- [1] Better promotion opportunity elsewhere
- [2] Spouse employment situation
- [3] Want to change the geographical location of job
- [4] Want to change the organization to which I am assigned
- [5] Want to change the kind of work I do
- [6] Want to work with different people
- [7] Want to change my work environment, in general
- [8] Want better pay/benefits
- [9] Other

(39) HOW LIKELY ARE YOU TO ACHIEVE YOUR DESIRED JOB CHANGE?

- [1] Very likely
- [2] Somewhat likely
- [3] Somewhat unlikely
- [4] Very unlikely
- [5] I don't know

**(Overall Job Satisfaction Part I)** The items that follow will be asking you about how SATISFIED you are WITH YOUR JOB.

**Responses:**

- [1] I'm extremely dissatisfied
- [2] I'm very dissatisfied
- [3] I'm moderately dissatisfied
- [4] I'm not sure
- [5] I'm moderately satisfied
- [6] I'm very satisfied
- [7] I'm extremely satisfied

**HOW SATISFIED ARE YOU WITH...**

- (41) 9. THE PHYSICAL WORK CONDITIONS?
- (42) 10. THE FREEDOM TO CHOOSE YOUR OWN METHOD OF WORKING?
- (43) 11. YOUR FELLOW WORKERS?
- (44) 12. THE RECOGNITION YOU GET FOR GOOD WORK?
- (45) 13. YOUR IMMEDIATE BOSS?
- (46) 14. THE AMOUNT OF RESPONSIBILITY YOU ARE GIVEN?
- (47) 15. YOUR RATE OF PAY?
- (48) 16. YOUR OPPORTUNITY TO USE YOUR ABILITIES?
- (49) 17. THE RELATIONSHIP BETWEEN MANAGEMENT AND WORKERS IN YOUR ORGANIZATION?
- (50) 18. YOUR CHANCE OF PROMOTION?
- (51) 19. THE WAY YOUR ORGANIZATION IS MANAGED?
- (52) 20. THE ATTENTION PAID TO SUGGESTIONS YOU MAKE?
- (53) 21. YOUR HOURS OF WORK?
- (54) 22. THE AMOUNT OF VARIETY IN YOUR JOB?
- (55) 23. YOUR JOB SECURITY?
  
- (56) 24. THE GEOGRAPHIC LOCATION OF YOUR JOB?
- (57) 25. YOUR FRINGE BENEFITS PACKAGE?
- (58) 26. THE TYPE OF WORK YOU DO?
- (59) 27. HOW FEDERAL EMPLOYEES ARE VIEWED BY THE PUBLIC?
- (60) 28. YOUR TRAINING/EDUCATIONAL OPPORTUNITIES?
- (61) 29. THE PAPERWORK REQUIREMENTS OF YOUR JOB?
- (62) 30. THE PROMOTION SYSTEM IN YOUR ORGANIZATION?
- (63) 31. THE AMOUNT OF FEEDBACK YOU RECEIVE ON YOUR JOB PERFORMANCE?

**(Overall Job Satisfaction Part II)** The next set of questions will be asking you how much you agree or DISAGREE with a series of statements about selected aspects of your job.

(For the next items, use the following scale to respond:)

- [1] Strongly disagree
- [2] Disagree
- [3] Neither agree nor disagree
- [4] Agree
- [5] Strongly agree

(65) 32. MY SUPERVISOR DEMANDS THAT HIS/HER PEOPLE DO HIGH QUALITY WORK.

(66) 33. MY JOB PERFORMANCE IS CAREFULLY EVALUATED BY MY SUPERVISOR.

(67) 34. MY PERFORMANCE RATING IS FAIR AND ACCURATE. (For this question add Category "[6] Does not apply/have not been rated" to the response scale.)

(68) 35. MY JOB ASSIGNMENTS ARE CLEARLY DEFINED BY MY SUPERVISOR.

(69) 36. MY PERFORMANCE APPRAISAL TAKES INTO ACCOUNT THE MOST IMPORTANT PARTS OF MY JOB. (For this question add Category "[6] Does not apply/have not been rated" to the response scale.)

(70) 37. IF I PERFORM MY JOB ESPECIALLY WELL, I WILL RECEIVE A HIGH PERFORMANCE RATING.

(71) 38. RECEIVING RECOGNITION IS AS IMPORTANT TO ME AS RECEIVING A CASH AWARD.

**(Overall Job Satisfaction Part III)** The next few questions will ask you to tell us how fairly you are treated with management decisions in your organization.

(For the following items use this scale:)

- [1] Never
- [2] Seldom
- [3] Sometimes
- [4] Usually
- [5] Always
- [6] Don't know/have no experience

DOES YOUR ORGANIZATION TREAT YOU FAIRLY WITH REGARD TO THE FOLLOWING?

- (73) 39. AWARDS
- (74) 40. DISCIPLINE
- (75) 41. GRIEVANCES AND APPEALS
- (76) 42. LEAVE REQUESTS
- (77) 43. WORK ASSIGNMENTS
- (78) 44. OVERTIME ASSIGNMENTS
- (79) 45. TEMPORARY DUTY ASSIGNMENTS
- (80) 46. PERFORMANCE EVALUATIONS/APPRaisALS

**(Satisfaction with Pay)** Earlier you said you were satisfied (dissatisfied) with your rate of pay. Now we'd like to ask 5 more questions about your satisfaction (dissatisfaction) with your pay and benefits.

(84) 47. FOR THE JOB I DO, I FEEL THE AMOUNT OF MONEY I MAKE IS:

- [1] Very poor
- [2] Poor
- [3] Neither good nor poor
- [4] Good
- [5] Very good

(85) 48. RELATIVE TO OTHERS IN MY ORGANIZATION PERFORMING SIMILAR TASKS, I FEEL THE AMOUNT OF MONEY I MAKE IS:

- [1] Very poor
- [2] Poor
- [3] Neither good nor poor
- [4] Good
- [5] Very good

(86) 49. O WHAT EXTENT ARE YOUR FINANCIAL NEEDS SATISFIED BY THE PAY AND BENEFITS YOU RECEIVE?

- [1] Almost none of my needs are satisfied
- [2] Very few of my needs are satisfied
- [3] A few of my needs are satisfied
- [4] Many of my needs are satisfied
- [5] Almost all of my needs are satisfied

(87) 50. CONSIDERING WHAT IT COSTS TO LIVE IN THIS AREA, MY PAY IS:

- [1] Very inadequate
- [2] Inadequate
- [3] Barely adequate
- [4] Adequate
- [5] More than adequate

(88) 51. HOW DOES THE AMOUNT OF MONEY YOU NOW MAKE INFLUENCE YOUR OVERALL ATTITUDE TOWARD YOUR JOB?

- [1] It has a very unfavorable influence
- [2] It has a slightly unfavorable influence
- [3] It has no influence one way or the other
- [4] It has a fairly favorable influence
- [5] It has a very favorable influence

**(Jobs in the Federal Government Compared to Business/Industry)** Earlier you said that the Federal government was a better (worse) employer than business/industry. We'd now like to ask you some questions to help us understand your answers.

**Scale:**

- [1] Business/Industry Jobs Much Better
- [2] Business/Industry Jobs Somewhat Better
- [3] Business/Industry and Federal Government About the Same
- [4] Federal Government Jobs Somewhat Better
- [5] Federal Government Jobs Much Better
- [6] Cannot compare/don't know

USE THE ABOVE SCALE TO DESCRIBE HOW YOU WOULD COMPARE THE FOLLOWING ASPECTS OF YOUR PAY AND BENEFITS TO THAT AVAILABLE FOR A SIMILAR JOB IN BUSINESS/INDUSTRY:

- (92) 52. Health insurance package
- (93) 53. Life insurance package
- (94) 54. Retirement benefits
- (95) 55. Annual leave benefits
- (96) 56. Sick leave benefits
- (97) 57. Pay
- (98) 58. Pay and benefit package overall

**(Performance Feedback)** Earlier you said that you were satisfied (dissatisfied) with the amount of feedback you received from your supervisor on how you do your job. Now we would like to ask you a few questions about performance feedback.

**(102) 59. HOW OFTEN DOES YOUR SUPERVISOR TELL YOU HOW YOU ARE PERFORMING ON YOUR JOB?**

- [1] Never
- [2] Rarely
- [3] Sometimes
- [4] Often
- [5] Very often

**(103) 60. HOW OFTEN WOULD YOU LIKE YOUR SUPERVISOR TO TELL YOU HOW YOU ARE PERFORMING ON YOUR JOB?**

- [1] Never
- [2] Rarely
- [3] Sometimes
- [4] Often
- [5] Very often

(104) 61. (Supervisors Only) HOW OFTEN DO YOU GIVE YOUR SUBORDINATES FEEDBACK FOR GOOD PERFORMANCE?

- [1] Never
- [2] Rarely
- [3] Sometimes
- [4] Often
- [5] Very often

(105) 62. (Supervisors Only) HOW OFTEN DO YOU GIVE YOUR SUBORDINATES FEEDBACK THAT HELPS THEM IMPROVE THEIR PERFORMANCE?

- [1] Never
- [2] Rarely
- [3] Sometimes
- [4] Often
- [5] Very often

(106) 63. IN GENERAL, DID YOU AGREE WITH THE RATING YOU RECEIVED ON YOUR LAST PERFORMANCE EVALUATION?

- [1] Yes
- [2] No, it should have been higher
- [3] No, it should have been lower
- [4] I have no opinion

(107) 64. ON YOUR LAST PERFORMANCE EVALUATION, WHAT WAS YOUR OVERALL RATING?

- [1] Unacceptable
- [2] Minimally Successful
- [3] Fully Successful
- [4] Exceeds Fully Successful
- [5] Outstanding
- [6] I don't know/have not been evaluated

(108) 65. THINK ABOUT THE SKILLS AND ABILITIES THAT YOU NEEDED TO BE QUALIFIED FOR YOUR CURRENT JOB. HOW MANY DO YOU ACTUALLY USE IN THE DAY-TO-DAY PERFORMANCE OF YOUR JOB?

- [1] I use all of the required skills and abilities
- [2] I use most of the required skills and abilities
- [3] I use some of the required skills and abilities
- [4] I use none of the required skills and abilities
- [5] I don't know what was required

**(Training)** Earlier you said that you were satisfied (dissatisfied) with training opportunities in your organization. Now we'd like to ask you a few questions about Training to help us understand your answers.

(112) 66. HAVE YOU REQUESTED FORMAL TRAINING IN THE 1<sup>ST</sup> YEAR?

- [1] No
- [2] Yes >>>

(113) IS THE TRAINING OFFICE RESPONSIVE TO YOUR NEEDS WHEN YOU GO FOR HELP?

- [1] Our organization has no training office
- [2] I have no opinion
- [3] Yes
- [4] No >>>

(114) *In what way is the training office not responsive?*

- [1] Materials not available
- [2] Materials not up-to-date
- [3] Staff is not knowledgeable
- [4] Staff is not courteous
- [5] Assistance is not timely
- [6] Staff doesn't counsel on appropriate training
- [7] Other

(115) HAVE YOU TAKEN TRAINING CLASSES WITHIN THE LAST YEAR?

- [1] No
- [2] Yes >>>

(116) *What type of training class did you take most recently?*

- [1] Executive & management
- [2] Supervisory
- [3] Legal, medical, scientific or engineering
- [4] Administrative
- [5] Technical
- [6] Clerical
- [7] Trade/craft
- [8] Other

(117) *Did this class meet your expectations?*

- [1] Yes, to a great extent
- [2] Yes, to some extent >>>
- [3] No, not at all >>>

(118) *In what way did your most recent training class not meet your expectations?*

- [1] It was not relevant to my training needs
- [2] Instructor did not appear to be knowledgeable
- [3] Classes were boring
- [4] Classes were uninformative
- [5] Other

(119) *Were you able to put into practice newly acquired skills upon returning from your most recent training class?*

- [1] Yes
- [2] No >>>

(120) *Why were you not able to put into practice new skills? (Choose only one)*

- [1] It was not the purpose of the class
- [2] Supervisor/management resistance
- [3] Training didn't match job needs
- [4] Co-worker reluctance
- [5] Subordinate resistance
- [6] Poor quality training
- [7] Time did not allow
- [8] Other

(121) *Were you satisfied with the quality of training in your most recent training class?*

- [1] No, very dissatisfied
- [2] No, somewhat dissatisfied
- [3] Neither satisfied nor dissatisfied
- [4] Yes, somewhat satisfied
- [5] Yes, very satisfied

(122) 67. (Supervisor/Manager) ARE YOUR EMPLOYEES GETTING THE TRAINING THEY NEED?

- [1] They are getting all the training they need
- [2] They are getting most of the training they need
- [3] They are getting some of the training they need
- [4] They are getting none of the training they need >>>

(123) *WHY ARE YOUR EMPLOYEES NOT GETTING THE TRAINING THEY NEED?*

- [1] Lack of funds
- [2] Work demands won't allow
- [3] Information regarding classes is not readily available
- [4] Training office is ineffective
- [5] Lack of command support
- [6] Other

The next few questions will ask you how much you AGREE or DISAGREE with a series of statements regarding training.

(For the first three items in this section use the following scale. For the remaining items, drop Response Category "[6]":)

- [1] Strongly disagree
- [2] Disagree
- [3] Neither agree nor disagree
- [4] Agree
- [5] Strongly agree
- [6] Does not apply/have not had training

(125) 68. MY TRAINING HAS PREPARED ME TO DO A BETTER JOB.

(126) 69. MY TRAINING HAS HELPED ME TO ADVANCE IN MY CAREER PATH.

(127) 70. MY TRAINING HAS PREPARED ME TO DEAL WITH ANTICIPATED CHANGES IN MY CURRENT JOB.

(128) 71. MY SUPERVISOR SUPPORTS MY NEEDS FOR TRAINING.

(129) 72. I NEED MORE TRAINING TO DO MY JOB EFFECTIVELY.

Responses [4] Agree and [5] Strongly agree branch >>>

(130) WHAT KIND OF TRAINING DO YOU NEED TO DO YOUR JOB BETTER? (CHOOSE ONLY ONE)

- [1] Executive & management
- [2] Supervisory
- [3] Legal, medical, scientific or engineering
- [4] Administrative
- [5] Technical
- [6] Clerical
- [7] Trade/craft
- [8] Other

(131) 73. (Supervisor/Manager) THE TRAINING RECEIVED BY MY SUBORDINATES HAS USUALLY RESULTED IN IMPROVED JOB PERFORMANCE. (For this question, use Category "[6]" from above.)

(132) 74. (Supervisor/Manager) I HAVE HAD ADEQUATE TRAINING OR PREPARATION TO BE A SUPERVISOR.

**(Promotion System)** Earlier you said that you were satisfied (dissatisfied) with the promotion system in your organization. Now we'd like to ask you some questions related to promotions.

**(136) 75. HOW LIKELY DO YOU THINK YOU ARE TO GET PROMOTED IN THE NEXT 2 YEARS?**

- [1] I don't know
- [2] Extremely likely
- [3] Somewhat likely
- [4] Somewhat unlikely >>>
- [5] Extremely unlikely >>>

**(137) WHAT IS THE MAJOR REASON YOU FEEL YOU WILL NOT BE PROMOTED IN THE NEAR FUTURE? (Choose up to 3)**

- [a] Promotion system is unfair
- [b] Discriminatory practices by supervisor/management
- [c] Few higher level vacancies
- [d] Do not wish to leave this job
- [e] Do not wish to leave this command
- [f] Do not wish to relocate
- [g] Do not wish a promotion
- [h] Limited information about available promotion opportunities
- [i] Need more experience
- [j] Not qualified yet
- [k] Plan to resign/retire soon
- [l] Am at the top of my career ladder
- [m] Other
- [n] No more reasons

**(141) 76. (GS and FWS only) IF IT WERE OFFERED, WOULD YOU BE LIKELY TO ACCEPT A MANAGERIAL POSITION?**

- [1] Don't know
- [2] Very likely
- [3] Somewhat likely
- [4] Somewhat unlikely >>>
- [5] Very unlikely >>>

**(142) WHY MIGHT YOU REFUSE THE MANAGERIAL POSITION?**

- [1] I enjoy doing the "hands on" technical work
- [2] I don't want the managerial responsibilities
- [3] I don't want the paperwork hassles
- [4] I'm concerned about losing my technical skills
- [5] Other

**(143) 77. IF YOU WANTED TO CHANGE CAREER FIELDS HOW WILLING WOULD YOU BE TO TAKE A DECREASE IN PAY INITIALLY FOR A JOB WITH GREATER EARNING POTENTIAL?**

- [1] I don't know
- [2] Very willing
- [3] Somewhat willing
- [4] Somewhat unwilling >>>
- [5] Very unwilling >>>

(144) WHAT IS THE MAJOR REASON YOU MIGHT BE UNWILLING TO TAKE A PAY CUT FOR A JOB WITH GREATER POTENTIAL?

- [1] Cannot afford to take a pay cut now
- [2] Enjoy my present job, therefore don't wish a change
- [3] It would seem too risky for my career
- [4] Plan to retire soon
- [5] Dislike change, in general
- [6] Other

**(Satisfaction with Programs/Policies)** The remaining sections will ask you to tell us how satisfied you are with existing Navy civilian programs and policies and how much you would be interested in proposed program/policy changes.

**(EEO)** The first program that we ask you to evaluate is the EQUAL EMPLOYMENT OPPORTUNITY (EEO) PROGRAM.

(147) 78. DO YOU KNOW WHERE TO GET INFORMATION ON HOW TO FILE AN EEO COMPLAINT?

- [1] No
- [2] Yes

(148) 79. DO YOU FEEL THAT THE EEO COMPLAINT PROCESS TAKES TOO LONG?

- [1] I don't know
- [2] No
- [3] Yes >>>

(149) WOULD YOU BE WILLING TO GIVE UP SOME OF THE STEPS IN THE EEO COMPLAINT PROCEDURE IN ORDER TO SPEED UP THE PROCESS?

- [1] Yes
- [2] No
- [3] I have no opinion

(150) 80. WOULD YOU FEEL COMFORTABLE SEEKING HELP FROM YOUR ORGANIZATION'S EEO COUNSELOR?

- [1] I don't know
- [2] Yes
- [3] No >>>

(151) WHY WOULD YOU FEEL UNCOMFORTABLE SEEKING HELP FROM THE EEO COUNSELOR? (Choose only one)

- [1] I feel that my confidentiality would be violated
- [2] I feel that it would later be held against me
- [3] I feel that it would affect my reputation
- [4] It wouldn't make a difference in the outcome
- [5] Other

(152) 81. IF YOU FILED AN EEO COMPLAINT DO YOU THINK YOU WOULD GET FAIR TREATMENT?

- [1] I don't know
- [2] Yes
- [3] No >>>

(153) WHAT IS THE MAJOR REASON YOU FEEL THAT YOUR EEO COMPLAINT WOULD NOT GET FAIR TREATMENT?

- [1] The EEO counselor would be biased
- [2] The command would be biased
- [3] The paperwork is too complicated
- [4] The EEO staff is not well trained
- [5] Other

(154) 82. (Supervisors/managers) HAVE YOU RECEIVED EEO TRAINING?

- [1] No
- [2] Yes >>>

(155) HAS THE EEO TRAINING AFFECTED THE WAY YOU MANAGE?

- [1] I don't know
- [2] No
- [3] Yes >>>

(156) *In what way has EEO training affected the way you manage? (Choose only one)*

- [1] I am more concerned about EEO complaints
- [2] I am less concerned about EEO complaints
- [3] I am more sensitive to EEO issues in general
- [4] I am a better manager
- [5] There are fewer EEO problems in my group
- [6] I know how to avoid EEO complaints
- [7] Other

(157) DOES CONCERN OVER A POSSIBLE EEO COMPLAINT AFFECT THE WAY YOU UTILIZE AND PROMOTE YOUR STAFF?

- [1] Yes, to a great extent
- [2] Yes, to a limited extent
- [3] No, not at all

(158) 83. (Supervisors/Managers) HAVE YOU EVER BEEN THREATENED WITH AN EEO COMPLAINT?

- [1] No
- [2] Yes >>>

**(159) WAS THE COMPLAINT ACTUALLY FILED?**

- [1] No
- [2] Yes >>>

**(160) Do you feel the outcome of the EEO complaint was fair?**

- [1] Yes
- [2] No
- [3] It has not been settled

(For the following Items, use the scale below):

- [1] Strongly disagree
- [2] Disagree
- [3] Neither agree nor disagree
- [4] Agree
- [5] Strongly agree

**(161) 84. PEOPLE OF MY RACE/ETHNIC GROUP HAVE EQUAL OPPORTUNITY FOR PROMOTIONS IN THIS ORGANIZATION.**

**(162) 85. WOMEN HAVE EQUAL OPPORTUNITY FOR PROMOTIONS IN THIS ORGANIZATION.**

**(163) 86. WOMEN OFTEN GET PREFERENTIAL TREATMENT OVER MEN FOR PROMOTION IN THIS ORGANIZATION.**

**(164) 87. MINORITY EMPLOYEES OFTEN GET PREFERENTIAL TREATMENT OVER NONMINORITY EMPLOYEES FOR PROMOTION IN THIS ORGANIZATION.**

**(165) 88. WHEN PROMOTIONS ARE MADE IN THIS ORGANIZATION, THE BEST QUALIFIED PEOPLE ARE USUALLY SELECTED.**

**(166) 89. AN EMPLOYEE'S AGE WILL NOT AFFECT HIS OR HER CHANCES FOR PROMOTION IN THIS ORGANIZATION.**

**(167) 90. THE REQUIREMENT TO INCREASE THE NUMBER OF MINORITIES, HANDICAPPED, AND WOMEN IN THE WORK PLACE HAS HAD A GOOD INFLUENCE ON MORALE IN MY ORGANIZATION.**

**(Overseas Employment)** The next program we want you to evaluate is the NAVY OVERSEAS EMPLOYMENT PROGRAM.

**(169) 91. HAVE YOU EVER WORKED OVERSEAS FOR THE NAVY?**

- [1] No >>>

**(170) HOW LIKELY WOULD YOU BE TO CONSIDER ACCEPTING A NAVY JOB OVERSEAS?**

- [1] Very likely >>>
- [2] Somewhat likely >>>

(171) *What makes an overseas job most attractive to you? (Choose one)*

- [1] I enjoy travel/adventure
- [2] I would like a chance to live in another culture/lifestyle
- [3] It is career enhancing
- [4] It would be a change of pace
- [5] Other

[3] Somewhat unlikely >>>  
[4] Very unlikely >>>

(172) *Why would you not consider an overseas job? (Choose up to 3)*

- [a] My spouse's career limits me
- [b] My spouse would not be interested
- [c] My children's education/lifestyle needs prohibit me
- [d] Family obligations prohibit
- [e] I don't want to live in another culture
- [f] The locations available are too remote/unattractive
- [g] Housing quality/availability would prohibit me
- [h] Cost-of-living allowance is insufficient
- [i] Medical/dental care may be a problem
- [j] I'm concerned about personal safety
- [k] It might jeopardize my career advancement
- [l] I am uncertain about future employment when I return
- [m] I'm not interested in working overseas
- [n] There are no jobs in my series
- [o] Other
- [p] No more reasons

[2] Yes >>>

(176) DID YOU THINK IT WAS A GOOD EXPERIENCE?

- [1] I have no opinion
- [2] Yes >>>

(177) In what way was it a good experience? (Choose one)

- [1] I enjoy travel/adventure
- [2] It was a chance to live in another culture/lifestyle
- [3] It was career enhancing
- [4] It was a change of pace
- [5] Other

[3] No >>>

(178) *Why wasn't it a good experience? (Choose one)*

- [a] My spouse's career was interrupted
- [b] My children's education was substandard
- [c] Housing was poor/unavailable
- [d] Cost-of-living allowance was insufficient
- [e] Medical/dental care was inadequate
- [f] I didn't enjoy the culture/people
- [g] My family could not accompany me
- [h] It took me out of the promotion mainstream
- [i] I didn't feel it was safe
- [j] Other

**(Drug Testing)** The next section will ask you how much you agree or disagree with a series of statements regarding your views on the drug testing program.

(For the next items, use the following scale:)

- [1] Strongly disagree
- [2] Disagree
- [3] Neither agree nor disagree
- [4] Agree
- [5] Strongly agree

(180) 92. I FAVOR A MANDATORY DRUG TESTING POLICY.

(181) 93. I WOULD OBJECT TO PROVIDING A URINE SAMPLE UNDER THE NEW DRUG TESTING PROGRAM.

(182) 94. I FEAR THAT DRUG TESTING IN MY ORGANIZATION WOULD BE USED AS AN EXCUSE TO FIRE EMPLOYEES FOR REASONS UNRELATED TO DRUG USE.

(183) 95. IF AN EMPLOYEE HAS A PROBLEM WITH ALCOHOL OR DRUGS, HE OR SHE CAN GET HELP IN THIS ORGANIZATION.

(184) 96. I THINK THAT THE RESULTS OF DRUG TESTS GENERALLY USED BY EMPLOYERS ARE ACCURATE.

**(AIDS in the Workplace)** The next four questions ask how much you agree or disagree with statements related to AIDS in the workplace.

(For these items, use the following scale:

- [1] Strongly disagree
- [2] Disagree
- [3] Neither agree nor disagree
- [4] Agree
- [5] Strongly agree

(186) 97. PERSONS WITH AIDS SHOULD BE ALLOWED TO WORK AS LONG AS THEY ARE ABLE TO DO SO.

(188) 98. AIDS IS NOT TRANSMITTED THROUGH NORMAL WORK PLACE CONTACT.

(189) 99. MY ORGANIZATION SHOULD PROVIDE MORE INFORMATION ABOUT AIDS TO REDUCE ANXIETY ABOUT THE DISEASE.

(190) 100. I AM WELL INFORMED ABOUT THE DISEASE AIDS.

**(Words of Encouragement):** YOU'RE DOING GREAT!! YOU'RE ALMOST DONE!!

**(Alternative Work Schedules)** This section contains questions on ALTERNATIVE WORK SCHEDULES. These include Flex-time and Compressed Time.

(193) 101. DOES YOUR ORGANIZATION HAVE ALTERNATIVE WORK SCHEDULES (FOR EXAMPLE, FLEX-TIME, COMPRESSED TIME) AVAILABLE?

- [1] I don't know
- [2] No >>>

(194) WOULD YOU LIKE TO HAVE AN ALTERNATIVE WORK SCHEDULE?

- [1] No >>>

(195) *Why would you not like to have an alternative work schedule?*

- [1] Interferes with my productivity
- [2] Prefer traditional work schedule for personal reasons
- [3] Interferes with carpool/other transportation
- [4] Interferes with child care
- [5] Other

- [2] Yes >>>

(196) *How would you use an alternative work schedule? (Choose one)*

- [1] Ease dependent care problems
- [2] Use less annual/sick leave
- [3] Decrease commute time
- [4] Increase flexibility to take care of personal business
- [5] Enjoy larger blocks of leisure time
- [6] Other

[3] Yes >>>

(197) **ARE YOU PARTICIPATING IN THE ALTERNATIVE WORK SCHEDULE PROGRAM?**

[1] No >>>

(198) *Why are you not participating in the alternative work schedule?*

- [1] Interferes with productivity
- [2] Prefer traditional work schedule for personal reasons
- [3] Interferes with carpool/other transportation
- [4] Interferes with child care
- [5] Other

[2] Yes >>>

(199) *In which alternative work schedule program do you participate? (Choose as many as apply)*

- [1] Flex-time (you may choose starting time)
- [2] Compressed time (most work days are longer than 8 hours)
- [3] Other
- [4] No other answers

(203) *Do you like the alternative work schedule?*

- [1] Like somewhat >>>
- [2] Like very much >>>

(205) *In what ways has the alternative work schedule helped? (Choose only one)*

- [1] Ease dependent care problems
- [2] Use less annual/sick leave
- [3] Decreases commute time
- [4] Increases flexibility to take care of personal business
- [5] Enjoy larger blocks of leisure time
- [6] Other

- [3] Neither like nor dislike
- [4] Dislike very much >>>
- [5] Dislike somewhat >>>

(204) *Why do you dislike the alternative work schedule? (Choose only one)*

- [1] Interferes with productivity
- [2] Prefer traditional work schedule for personal reasons
- [3] Interferes with carpool/other transportation
- [4] Interferes with child care
- [5] Other

(206) Has the alternative work schedule provided incentive for staying with the organization?

- [1] Yes, a great deal
- [2] Yes, a little
- [3] It has no effect on my desire to stay
- [4] No, it has decreased my desire to stay

**(Job Sharing)** Questions will now be asking you to comment on the Job Sharing Program. Job Sharing is a program whereby two or more individuals work part-time, sharing the responsibilities of a full-time position.

(208) 102. DO YOU THINK YOU WOULD TAKE ADVANTAGE OF SUCH A PROGRAM AS JOB SHARING?

- [1] Yes, I would do it now if the job/supervisor allowed it
- [2] Yes, I will consider in the future if I need to work only parttime
- [3] No, my situation requires that I work full time
- [4] No, I don't believe in the program
- [5] I don't know

(209) 103. (Supervisors/Managers) DO YOU FAVOR JOB SHARING FOR YOUR STAFF?

- [1] Don't know
- [2] Yes >>>

(210) WHAT IS THE MAJOR ADVANTAGE OF THE PROGRAM? (Choose only one)

- [1] Enables me to have qualified people otherwise not available to me
- [2] Helps fill billets
- [3] Makes participants better performers
- [4] Makes for happier workers
- [5] Helps fulfill my EEO responsibilities
- [6] Other

[3] No >>>

(211) WHAT IS THE MAJOR DISADVANTAGE OF THE PROGRAM? (Choose only one)

- [1] It is disruptive
- [2] It is demoralizing to the rest of the staff
- [3] It causes work delays
- [4] It causes work inconsistencies
- [5] It is not appropriate for the work we do
- [6] Added paperwork is a problem
- [7] I don't believe in the program
- [8] It causes more mistakes in the work
- [9] Other

(Leave-Transfer) Now you will be asked about the LEAVE-TRANSFER PROGRAM (otherwise known as the "LEAVE-SHARING PROGRAM".)

(213) 104. DO YOU KNOW ABOUT THE LEAVE-TRANSFER PROGRAM?

- [1] Yes (branch with "Somewhat") >>>
- [2] Somewhat >>>

(214) HAVE YOU DONATED LEAVE UNDER THE LEAVE-TRANSFER PROGRAM?

- [1] Yes
- [2] No >>>

(215) *Would you ever consider donating leave under the program?*

- [1] Yes, under any circumstances
- [2] Yes, if I have more than I need
- [3] Yes, if I knew the person
- [4] Yes, for reasons not mentioned above
- [5] No, I would not donate leave even though I think the program is good
- [6] No, I don't believe in the program
- [7] No, for reasons not mentioned above

(216) HAVE YOU BEEN A RECIPIENT OF DONATED LEAVE?

- [1] Yes
- [2] No
- [3] No >>>

The Leave-Transfer Program is a new program which allows employees to donate annual leave to another employee's leave account in order to assist with medical emergencies. >>>

(218) *Would you ever consider donating leave under the program?*

- [1] Yes, under any circumstances
- [2] Yes, if I have more leave than I need
- [3] Yes, if I knew the individual
- [4] Yes, for reasons not mentioned above
- [5] No, I would not donate leave even though I think the program is good
- [6] No, I don't believe in the program
- [7] No, for reasons not mentioned above

**(Health/Wellness)** The next three questions will ask you how much you agree or disagree with statements regarding some existing and proposed Health/Wellness Programs.

For the Items below, use the following scale:

- [1] Strongly disagree
- [2] Disagree
- [3] Neither agree nor disagree
- [4] Agree
- [5] Strongly agree

MY ORGANIZATION SHOULD PROVIDE THE FOLLOWING SERVICES FOR THEIR EMPLOYEES:

- (220) 105. HEALTH AWARENESS/EDUCATIONAL PROGRAMS
- (221) 106. HEALTH/FITNESS PROGRAMS (FOR EXAMPLE, WEIGHT WATCHERS)
- (222) 107. HEALTH/FITNESS FACILITIES

**(Child Care)** The next section will ask you questions regarding CHILD CARE PROGRAMS for children of Navy civilian employees.

(224) 108. REGARDING CHILD CARE FOR CHILDREN OF CIVILIAN EMPLOYEES, THE NAVY SHOULD:

- [1] Provide child care at the work place
- [2] Subsidize private child care
- [3] Help locate private child care
- [4] Not get involved in child care issues
- [5] I have no opinion on child care at this time
- [6] Other

(225) 109. DO YOU PRESENTLY HAVE A PERSONAL REQUIREMENT FOR CHILD CARE?

- [1] No
- [2] Yes >>>

(226) WHAT IS YOUR MAJOR CHILD CARE NEED? (*Choose only one*)

- [1] Preschool age all day
- [2] Care in the morning before school
- [3] Care in the afternoon after school
- [4] Both before and after school
- [5] Sick child care
- [6] Temporary services for school holidays, etc.
- [7] Temporary services for childcare during business travel
- [8] Other

(227) WHAT IS YOUR CURRENT CHILD CARE ARRANGEMENT?

- [1] Relative
- [2] Friend
- [3] Private licensed facility
- [4] Older siblings
- [5] Other
- [6] I currently have no arrangements

(228) WOULD YOU USE CHILD CARE IF IT WERE AVAILABLE NEAR YOUR WORK PLACE?

- [1] Yes, if free
- [2] Yes, if nominal fee
- [3] Yes, if same as privately available
- [4] No, don't need
- [5] No, prefer to make my own arrangements

(229) DO YOU FEEL THAT CHILD CARE NEEDS INTERFERE WITH YOUR ABILITY TO PERFORM YOUR JOB?

- [1] Never
- [2] Rarely
- [3] Sometimes >>>
- [4] Often >>>
- [5] Very Often >>>

(230) *In what way do you feel that child care needs affect your performance?*  
(*Choose only one*)

- [1] Occasionally late for work
- [2] Excessive/unanticipated absenteeism
- [3] Distractions while at work
- [4] Occasionally must leave early
- [5] Cannot take advantage of alternative work schedules
- [6] Inhibits travel needs
- [7] Other

**(Introduction to Elderly Dependent Care):** Some companies in private industry are beginning to help employees provide care for their aging parents. The questions that follow ask you for your opinion on such programs for families of Navy civilians.

**(232) 110. REGARDING ELDERLY DEPENDENT CARE, THE NAVY SHOULD:**

- [1] Provide full-time elderly dependent care for families of employees
- [2] Provide elderly dependent care for families of employees during work hours
- [3] Subsidize private care for elderly dependents
- [4] Help locate care for elderly dependents
- [5] Allow extended health insurance coverage for elderly dependents
- [6] Provide optional insurance package to cover catastrophic events
- [7] Not get involved in elderly dependent care
- [8] I have no opinion on elderly dependent care at this time
- [9] Other

**(233) 111. DO YOU CURRENTLY HAVE A PERSONAL NEED FOR CARE FOR AN ELDERLY/DISABLED DEPENDENT?**

- [1] No
- [2] Yes >>>

**(234) WHAT IS YOUR MAJOR ELDERLY DEPENDENT CARE NEED?**

- [1] All day care
- [2] Occasional vocational nursing
- [3] Meals only
- [4] Transportation
- [5] Assistance with household chores
- [6] Organized leisure activities
- [7] Other

**(Health/Life Insurance)** The next set of questions will ask you about government Health and Life Insurance Benefits.

**(236) 112. DO YOU PARTICIPATE IN THE FEDERAL EMPLOYEE'S HEALTH INSURANCE BENEFIT PLAN?**

- [1] Yes
- [2] No

**(237) 113. DO THE HEALTH INSURANCE PACKAGES THAT ARE AVAILABLE MEET YOUR NEEDS?**

- [1] I don't know
- [2] Yes, to a great extent
- [3] Yes, somewhat >>>
- [4] No, not at all >>>

(238) *Why don't the health insurance packages meet your needs?*

- [1] Too costly, in general
- [2] Plans do not have enough benefit components (eyecare, dental, etc.)
- [3] Components are too limited (deductible too high, coverage too narrow, etc.)
- [4] Not flexible enough (I can't choose number of covered individuals, etc.)
- [5] Other

(239) 114. DO YOU PARTICIPATE IN THE FEDERAL EMPLOYEES GOVERNMENT LIFE INSURANCE PLAN?

- [1] Yes >>>

(240) WHAT DO YOU FIND TO BE THE MAJOR BENEFIT OF THE GOVERNMENT LIFE INSURANCE PACKAGE?

- [1] Easy to sign-up and pay the premiums
- [2] Rates are competitive or less than commercial/private insurance companies
- [3] No requirement for a physical exam
- [4] Other

- [2] No >>>

(241) WHAT IS THE MAJOR REASON YOU DO NOT PARTICIPATE IN THE GOVERNMENT LIFE INSURANCE PROGRAM?

- [1] Not eligible
- [2] Rates are not competitive
- [3] Too limited in the ceiling amount of coverage
- [4] Decreasing benefits as employee grows older
- [5] Prefer different type of coverage, e.g., whole life
- [6] Don't need at this time
- [7] Don't believe in life insurance
- [8] Other

(242) 115. SOME COMPANIES IN BUSINESS/INDUSTRY OFFER A FLEXIBLE BENEFIT PROGRAM WHICH ALLOWS EMPLOYEES TO CHOOSE THE AMOUNT OF HEALTH, LIFE, AND OTHER INSURANCE COVERAGE THAT MEETS THEIR NEEDS. FOR EXAMPLE, A SINGLE EMPLOYEE MAY HAVE DIFFERENT INSURANCE NEEDS THAN AN EMPLOYEE WITH A FAMILY. WOULD YOU BE INTERESTED IN SUCH A FLEXIBLE BENEFIT PROGRAM?

- [1] Very interested
- [2] Somewhat interested
- [3] Not at all interested
- [4] Don't know until I have more information

(Thrift Savings Plan) The next questions will ask about the THRIFT SAVINGS PLAN.

**(244) 116. ARE YOU PARTICIPATING IN THE THRIFT SAVINGS PLAN?**

[1] No >>>

**(245) WHAT IS THE MAJOR REASON YOU DO NOT PARTICIPATE IN THE THRIFT SAVINGS PLAN? (Choose one)**

- [1] Don't have money for savings/investments
- [2] My money is in other savings/investments
- [3] Not enough return on my investment
- [4] Not enough government matching funds
- [5] Too risky
- [6] For personal reasons
- [7] Don't have enough information to make a decision
- [8] Never heard of the Thrift Savings Plan
- [9] Other

[2] Yes >>>

**(246) HOW INFORMED ARE YOU REGARDING YOUR BENEFITS IN THE THRIFT SAVINGS PLAN?**

- [1] Not at all informed
- [2] Somewhat informed >>>
- [3] Very well informed >>>

**(247) HOW WOULD YOU EVALUATE THE RETURN YOU GET ON YOUR THRIFT SAVINGS PLAN INVESTMENT?**

- [1] Very good
- [2] Good
- [3] Fair
- [4] Poor
- [5] Very poor

**(248) HOW EASY IS IT FOR YOU TO GET INFORMATION REGARDING THE THRIFT SAVINGS PLAN?**

- [1] Very easy
- [2] Somewhat easy
- [3] Not at all easy
- [4] I haven't tried to get information

**(249) HOW SATISFIED ARE YOU WITH THE THRIFT SAVINGS PLAN OVERALL?**

- [1] Very dissatisfied
- [2] Somewhat dissatisfied
- [3] Neither satisfied nor dissatisfied
- [4] Somewhat satisfied
- [5] Very satisfied

**(Retirement)** (These questions will only be asked of those individuals who indicated in an earlier question that they would be considering retirement within the next five years.) The last set of questions will ask you about your CIVIL SERVICE RETIREMENT PLAN and your plans AFTER RETIREMENT.

**(251) 117. HOW INFORMED ARE YOU REGARDING THE BENEFITS OF YOUR RETIREMENT PLAN?**

[1] Not at all informed >>>

**(252) WHY DO YOU FEEL YOU ARE NOT INFORMED REGARDING YOUR RETIREMENT PLAN?**

- [1] No interest at this point
- [2] Not enough information available
- [3] Information too confusing
- [4] Other \_\_\_\_\_

[2] Somewhat informed >>>

[3] Very well informed >>>

**(253) HOW WELL DO YOU THINK YOUR RETIREMENT PLAN WILL MEET YOUR NEEDS AT RETIREMENT?**

- [1] Almost none of my needs will be satisfied
- [2] Very few of my needs will be satisfied
- [3] A few of my needs will be satisfied
- [4] Many of my needs will be satisfied
- [5] Almost all of my needs will be satisfied

**(254) 118. WOULD YOU BE INTERESTED IN RETIREMENT COUNSELING/EDUCATION?**

- [1] No, not at all
- [2] Yes, somewhat >>>
- [3] Yes, very >>>

**(255) IN WHAT AREA WOULD YOU MOST LIKE RETIREMENT COUNSELING/EDUCATION? (Choose up to 3)**

- [a] The civil service annuity plan
- [b] Post-retirement life and health insurance
- [c] Health and fitness
- [d] Social Security benefits
- [e] Leisure activities
- [f] Managing money
- [g] Living arrangements
- [h] Legal and estate planning
- [i] Post-employment transition
- [j] Other
- [l] No more answers

(258) HAVE YOU TAKEN ANY PRE-RETIREMENT CLASSES?

[1] No >>>

(259) *What is the major reason you have not taken any pre-retirement classes?*

(Choose one)

- [1] Didn't know there were any classes
- [2] Didn't know about them in time
- [3] Conflicted with work requirements
- [4] Wasn't interested in the course
- [5] Supervisory wouldn't give time off
- [6] Not offered at this location
- [7] Don't need
- [8] Other

[2] Yes >>>

(260) *Were the pre-retirement classes informative?*

- [1] Very informative
- [2] Somewhat informative
- [3] Not at all informative

(261) 119. DO YOU THINK PRE-RETIREMENT FINANCIAL COUNSELING SHOULD BE GIVEN EARLY IN ONE'S CIVIL SERVICE CAREER?

- [1] Yes
- [2] No
- [3] I don't know

(262) 120. IF THE FEDERAL GOVERNMENT PROVIDED A ONE-TIME EARLY OUT RETIREMENT, HOW LIKELY WOULD YOU BE TO ACCEPT IT?

- [1] Very likely
- [2] Somewhat likely
- [3] Somewhat unlikely
- [4] Very unlikely
- [5] I don't know
- [6] Does not apply/already eligible for retirement

(263) 121. HOW LIKELY ARE YOU TO RETIRE WHEN YOU MEET THE MINIMUM ELIGIBILITY REQUIREMENTS?

- [1] Very unlikely >>>
- [2] Somewhat unlikely >>>

(264) WHAT IS THE MAJOR REASON YOU WOULD NOT RETIRE WHEN YOU MEET THE MINIMUM ELIGIBILITY REQUIREMENTS?

- [1] Enjoy my job
- [2] Enjoy working for the government
- [3] Enjoy the social contacts that work affords
- [4] Retirement income insufficient for needs
- [5] Need to remain active
- [6] I'm concerned about the lifestyle change
- [7] Other

[3] Somewhat likely >>>  
[4] Very likely >>>

(265) DO YOU PLAN TO WORK AFTER RETIREMENT?

- [1] Yes, parttime
- [2] Yes, full time
- [3] No
- [4] I don't know

[5] No idea  
[6] Does not apply/already eligible for retirement

(266) 122. ONE LAST REQUEST...PLEASE RETYPE YOUR RESPONDENT NUMBER.

YOU MADE IT! YOU'RE DONE!

THANK YOU FOR PARTICIPATING IN OUR SURVEY! Your opinions will make a difference!

Survey Prepared by  
Navy Personnel Research & Development Center  
San Diego, California 92152-6800

NOTE: The survey will recycle automatically.

**APPENDIX B**

**WEIGHTING UNITS**

**APPENDIX B**  
**WEIGHTING UNITS**

**Table B-1****Weighting Units**

	Male	Female
<b>Supervisors</b>		
General Management (GM)	0.27017	0.15918
General Schedule (GS)	0.58040	0.50327
All Wage Grade Series (W)	.08	1.0
All Wage Grade Supervisors (WS)	0.90747	.04
Others (O)	.25	1.0
<b>Nonsupervisors</b>		
General Management (GM)	0.64286	0.42029
General Schedule (GS)	1.24375	0.92282
All Wage Grade Series (W)	1.59118	.01149
All Wage Grade Supervisors (WS)	1.47222	1.0
Others (O)	4.80556	1.31169

**APPENDIX C**  
**JOB SATISFACTION SCALE RELIABILITIES**

## **JOB SATISFACTION SCALE**

### **RELIABILITIES**

The job satisfaction scale was evaluated for internal consistency on our sample. Reliabilities, as measured by the coefficient alpha, were computed for overall job satisfaction, extrinsic job satisfaction, and intrinsic job satisfaction. Results are presented in Table C-1 for the unweighted sample and in Table C-2 for the weighted sample. These measures were found to be comparable or slightly better than those of other studies cited by War, Cook, and Wall (1979).

**Table C-1****Means and Reliabilities on the Job Satisfaction  
Scales for the Unweighted Sample**

Scale	Entire Sample	Blue Collar
Overall Job Satisfaction		
Scale mean	70.58	69.07
Coefficient alpha	.89	.90
Extrinsic Job Satisfaction		
Scale mean	37.74	37.00
Coefficient alpha	.76	.78
Intrinsic Job Satisfaction		
Scale mean	32.84	32.07
Coefficient alpha	.84	.86
Sample Size	N = 1958	N = 442

**Table C-2****Means and Reliabilities on the Job Satisfaction  
Scales for the Weighted Sample**

Scale	Entire Sample	Blue Collar
Overall Job Satisfaction		
Scale mean	69.84	68.97
Coefficient alpha	.89	.90
Extrinsic Job Satisfaction		
Scale mean	37.47	36.97
Coefficient alpha	.77	.78
Intrinsic Job Satisfaction		
Scale mean	32.38	32.01
Coefficient alpha	.85	.86
Sample Size	N = 1957	N = 644